



Police Committee

Date: FRIDAY, 17 JANUARY 2014
Time: 11.00am
Venue: BASINGHALL SUITE - GUILDHALL, EC2

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

Enquiries: Xanthe Couture
tel. no.: 020 7332 3113
xanthe.couture@cityoflondon.gov.uk

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**
To agree the public minutes and summary of the meeting held on
 - a) To agree the public minutes and summary of the meeting held on 6 December 2013.

For Decision
(Pages 1 - 10)
4. **OUTSTANDING REFERENCES**
To receive a report of the Town Clerk.

For Information
(Pages 11 - 12)
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 13 - 18)
 - b) Equality Diversity and Human Rights (EDHR) Update
To receive a report of the Equalities, Diversity and Human Rights Manager.

For Information
(Pages 19 - 22)
 - c) Any Other Special Interest Area Updates
6. **DRAFT POLICING PLAN 2014-2017**
To consider a report of the Commissioner of Police.

For Decision
(Pages 23 - 52)
7. **REVENUE AND CAPITAL BUDGET 2014-15**
To consider a joint report of the Chamberlain and the Commissioner of Police.

For Decision
(Pages 53 - 68)
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 of the meeting held 6 December 2013.

For Decision
(Pages 69 - 70)

12. DECISIONS TAKEN UNDER URGENCY PROCEDURES

To receive a report of the Town Clerk.

For Information
(Pages 71 - 72)

13. IT MODERNISATION PROGRAMME - DELIVERY OF FUTURE CITY OF LONDON POLICE IT SERVICE PROVISION

To receive a report of the Commissioner of Police.

For Information
(Pages 73 - 78)

14. FREE TRAVEL FOR REGULAR OFFICERS- ATOC CONTRACT

To consider a report of the Commissioner of Police.

For Decision
(Pages 79 - 86)

15. COLLABORATION AGREEMENT (POLICE ACT 1996 - SECTION 22A & 23A) WITH BRITISH TRANSPORT POLICE

To consider a report of the Commissioner of Police.

For Decision
(Pages 87 - 92)

16. ECONOMIC CRIME UPDATE

The Commander of Economic Crime to be heard.

17. COMMISSIONER'S UPDATES

The Commissioner of Police to be heard.

18. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE WHILST THE PUBLIC ARE EXCLUDED

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

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POLICE COMMITTEE **Friday, 6 December 2013**

Minutes of the meeting of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 6 December 2013 at 11.00 am

Present

Members:

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

Officers:

Neil Davies	- Town Clerk's Department
Alex Orme	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
James Goodsell	- Town Clerk's Department
Suzanne Jones	- Chamberlain's Department
Steve Telling	- Chamberlain's Department

City of London Police:

Adrian Leppard	- Commissioner
Ian Dyson	- Assistant Commissioner
Wayne Chance	- Commander of Operations
Stephen Head	- Commander, Economic Crime
Eric Nisbett	- Director of Corporate Services
Hayley Williams	- Chief of Staff

1. APOLOGIES

Apologies for absence were received from Mark Boleat, Simon Duckworth, Alderman Ian Luder and Deputy Keith Knowles.

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

Deputy Richard Regan declared a non-pecuniary interest in respect of Item 11, Police Property Act Fund due to being Vice Chair of the City of London Academy Islington.

3. **THE PUBLIC MINUTES AND SUMMARY OF THE MEETING HELD ON 1 NOVEMBER 2013 WERE APPROVED AS A CORRECT RECORD.**
Matters Arising

The Chairman discussed if additional Member workshops/information sessions in 2014 would be useful, on the topics of the Force's social media strategy, Action Fraud, the Public Protection Unit, Bishopsgate custody suite visit and a meeting with the Independent Advisory Group. The Town Clerk undertook to consult Members on which topics and times would be preferred.

Social Media Report and Workshops

The Chairman asked that Members inform the Town Clerk of any additional workshop topics, and a Member suggested that information on the Force's Special Constables could be presented.

Equality Diversity and Human Rights (EDHR) Update

The Chairman noted that the Women's Network event was well attended and looked forward to next year's event and hoped to have the involvement of more City businesses.

3.a) **To agree the public minutes and summary of the meeting held on 1 November 2013.**

3.b) **The public minutes and summary of the Professional Standards and Integrity Sub (Police) Committee held 13 November 2013 were received subject to grammatical amendments.**

Matters Arising

Item 5 (National Policing Model Integrity Code)

The Chairman of the Professional Standards and Integrity Sub-Committee informed Members that the Sub-Committee had made a number of queries and suggestions, which had been taken on board by the Force and incorporated in the integrity model.

3.c) **The note of the inquorate note of the Performance and Resource Management (Sub) Police Committee held 15 November 2013 was received subject to the following amendments -**

- Item 7 (Human Resources – Monitoring Information April 2013 – November 2013) -the number of black, Asian and minority ethnic (BAME) and females in senior posts would be presented in more detail in future reports of Human Resources – monitoring information.
- Item 8 (Internal Audit Update Report) - the Chamberlain's reassurance that 125 monitoring audit days would be completed for 2013-14 would be explicitly noted.

4. **OUTSTANDING REFERENCES**

Integrity Dashboard

The Commissioner advised the integrity monitoring report being presented to this meeting of the Committee included a delivery action plan.

Road Safety Update

The Commissioner updated Members that the Force was preparing a comprehensive update that would be brought to the Committee as a joint report in February 2014 with the City's Department of Built Environment. The Chairman noted this was an important report and a Member advised that monthly meetings were underway to complete the Road Safety Reduction Plan. The Chairman stated that additional reports could be requested following from the presentation of the February report.

Licensed Premises Saturation Update

It was noted the saturation of licensed premises was an update that would be provided through the Town Clerk's Department.

Independent Advisory Group Recruitment Update

It was noted the recruitment of the Independent Advisory Member was done through the City of London Corporation and the Town Clerk would undertake to provide an update to Members.

Upgrade of IT services

The Commissioner noted that the report presented in January would include discussion of the Force's Athena consortium. The Director of Corporate Services added that IT workshops were being conducted throughout the Force with efforts being made to digitize work streams.

5. **REVIEW TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

The Committee considered a report of the Town Clerk which sought approval for the Terms of Reference of the Police Committee and the frequency of meetings.

RESOLVED – That,

- a) The Terms of Reference be approved for submission to the Court of Common Council subject to amendments to paragraphs 3.a) and 3.g) as follows –
 - i. 3.a) reference of the Force's national scrutiny role be included and "person" to read "persons", amended as follows:
"securing an efficient and effective police service in both the City of London and nationally, where so designated by the Home Office, and holding the Commissioner to account for the exercise of his/her functions and those persons under his/her direction and control;"
 - ii. 3.g) - the title of the "Professional Standards and Complaints Sub-Committee" be corrected to read the "Professional Standards and Integrity Sub-Committee"

6. STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME

6.a) Community Engagement Update

The Committee received a report of the Commissioner of Police which updated members on recent community engagement activities, community priorities and forthcoming events.

The Commander of Operations noted that the Victim Support Service was succeeding in providing increased capacity to support victims of crime. A full evaluation of the process would be completed in March 2014.

6.b) Equality Diversity and Human Rights (EDHR) Update

The Town Clerk provided an update on behalf of the Equality and Diversity Manager that outlined the following –

- The International Day of Persons with Disabilities had been well attended, with 40 people at each session. Further evaluation would be conducted in advance of next year's event.
- Work was underway to meet the annual equality duty data update deadline of 31st January.
- The Equality and Diversity Manager had attended a conference on human rights training for public and civil services. Subject to agreement internally, would be included in Force training and service delivery and reported to the Committee when implemented.

6.c) Any Other Special Interest Area Updates

There were no other updates.

7. BUDGET MONITORING YEAR TO DATE OCTOBER 2013/14

The Committee received a report which updated Members as to the financial position of the Force as of the 7th October 2013.

The Director of Corporate Services informed Members that there had been two changes to the report originally included as part of the agenda that had been re-circulated in advance of the meeting.

The 2013/14 year end forecast for the revenue budget was an over spend of £0.4m, an improvement of £1.7m when compared to the original budget which had assumed a contribution from general reserves of £2.1m. The improved position was due to an increase from the Government grant for Dedicated Security Posts of £3.4m, which the Force had expected to be reduced to £5m. The risk of this reduction remained in the future going forward.

The Chairman noted that Appendix C (Grant Schedule) of the report was very useful in outlining the funding purpose and status of various Force projects and programmes.

The Commissioner explained that the Force had forecast the use of spend reserves would be required from the loss of the Corporate Social Responsibility budget and more Police Officer leavers than estimated.

8. **MEDIUM TERM FINANCIAL PLAN**

The Committee received a report of the Commissioner of Police which provided Members with information on the Force's Medium Term Financial Plan for the period 2013-17.

Members were informed that a number of risks had been built into the budgets, which included a reduction in Dedicated Security Posts/Capital City funding, revenue contributions towards the financing of capital expenditure and the assumption that there would be no increase in the Business Rate Premium. If these risks were to materialise, and there were no measures implemented to mitigate the budget deficits, the Force's General Reserve would move from £15.3m in hand at 1 April 2013 to an overdrawn position of £7.9m by 31 March 2017

It was noted that this would be contrary to the current Court of Common Council arrangements which require the Force to have a balance in its Reserves of no less than £4m.

It was agreed that the Force would liaise with the Chamberlain to produce an update report to be brought back to the Committee in July to agree timelines to mitigate risk and balance the budget over the four year period.

Members and officers discussed the assumption presented in the report that the business rate premium would not be increased and were advised that the meeting of the Resource Allocation Sub (Policy and Resources) Committee (RA Sub) on 12 December would be considering whether an increase in the premium from April 2014 should be recommended.

Members noted that this Committee was sighted on why an increase in the business rate premium is critical to the long term financial stability of the Force whereas other Members may be unaware of the pressure on, and complexity of, Force funding. The Commissioner noted that at the last two annual consultation meetings with Business Ratepayers, the need for a potential increase in the premium had been highlighted. However, an increase had not been agreed and the additional income which would be generated is now even more critical to sustaining the services provided by the Force.

The Chairman requested that information be circulated to Members of RA Sub to outline the Force's funding structure and the impact of the business rate premium on the Force's budget.

The Commissioner informed Members that the Assistant Commissioner would attend the meeting of RA Sub on behalf of the Commissioner. Members of the Committee who also sit on RA Sub would speak in support of an increase in the business rate premium.

RESOLVED - That,

- a) A joint report of the Commissioner and the Chamberlain be brought to the 4th July 2014 meeting of the Committee to agree timelines to mitigate risk and manage budget reductions over a four year period.
- b) Members were supportive of an increase to the Business Rate Premium and agreed that this be communicated to the meeting of RA Sub on 12 December.

9. **BERNARD MORGAN HOUSE - ANNUAL REVIEW OF CHARGES**

The Committee considered an annual report of the Commissioner of Police on the review of charges for Bernard Morgan House and presented to Members the measures to mitigate the deficit and recommended the changes to pricing tariffs.

Members and officers discussed the increase to car-parking in line with City of London charges for residents, and the Director of Corporate Services undertook to check if the increase could be higher than 3.3%. The Director of Corporate Services confirmed that if for any legal or other reason the charges could not be increased as recommended in the report, he would inform Members accordingly.

RESOLVED – That,

- a) non-City of London Police Officer / support staff be charged by £5 per day with effect from 1st April 2014;
- b) all other charges by 3.3% with effect from 1st April 2014;

10. **CITY OF LONDON POLICE: RISK REGISTER UPDATE**

The Committee received a report of the Force Strategic Risk Register which had been received at the last meeting of Performance and Resource Management Sub-Committee.

The Assistant Commissioner updated Members that some amendments had been made to the register as some had become historic. It was noted that the SR 15: Delivery of Information Assurance Maturity Model (IAMM) was a requirement by the Home Office and expected all police forces to achieve a certain level of IT security. The Deputy Chairman noted that the Force's protection of its data was an area of strategic importance to the Force.

With regards to SR 14: IT Business Continuity, a report would be presented to the next meeting of the Committee on the Force's IT strategy. The Force assured Members that the Force's recent IT issues had been limited to the Outlook email system and had given the Force an opportunity to assess its business continuity programme.

11. POLICE PROPERTY ACT FUND

The Committee considered an annual report of the Town Clerk which informed Members of applications and awards from the Police Property Act Fund during 2013 and asked the Committee to consider four further grants by individual Members.

The Chairman noted an additional grant would be considered for the City of London Academy – Islington (CC. Reg. No. 1121962) to fund a new cadet unit that was set up to give Academy students a structure in their lives. The grant would assist young people from deprived backgrounds to go to camp with adequate equipment. It was noted that if other academies had cadet programmes, they were welcome to be considered for a grant.

Upon a suggestion from Members, it was also agreed the Sheriffs' Recorder's Fund would receive a grant.

In addition, Members suggested the Child Victims of Crime which helped child victims affected by criminality, the establishment of the National Police Arboretum Trust which was agreed would receive £2,500.

A Member noted a policy lacked within the fund around the maintenance of reserves and it was agreed the Town Clerk would undertake to bring a report to the Committee which would reviewed the fund's investment policies and outlined the aims of the Fund going forward. The Chairman suggested, and Members agreed charities would receive grants of £1,500 instead of £1,000 at this meeting.

RESOLVED – That,

- a) Members note the contents of the report;
- b) approve one-off grants if £1,500 to each of the following charities:-
 - i. First Aid Nursing Yeomanry (CC Reg. 249360)
 - ii. St John's Ambulance (CC Red. 1077265/1)
 - iii. City of London Police Charity for Children (CC Reg. 294362)
 - iv. The Hampstead Marie Curie Hospice (CC Reg. 207994)
 - v. St Joseph's Hospice, Hackney (CC Reg. 1113125)
 - vi. Haven House Children's Hospice, Essex (CC Reg. 1044296)
 - vii. City of London Academy – Islington (CC Reg. 11219862)
 - viii. Child Victims of Crime (CC Reg.
 - ix. Sheriffs' Recorder's Fund (CC Reg.
- c) approve one-off grants if £2,500 to the following charity:
 - x. National Police Arboretum Trust (CC Reg.
- d) a report be presented to the Committee which would reviewed the fund's investment policies and outlined the aims of the Fund going forward.

12. INTEGRITY STATEMENT AND MONITORING

The Committee received a report of the Commissioner of Police which informed Members of the Force's development of an integrity statement forming pay of

the City Futures transformational change programme, along with an integrity action plan and monitoring dashboard.

The Assistant Commissioner noted that the integrity dashboard had been presented to the Professional Standards and Integrity Sub (Police) Committee and more work was being done and would be presented to the next meeting of the Sub-Committee. He noted that an email had been sent to the Deputy Chairman which advised on the Force's control of data given the recent media coverage police forces where there was concern over the standard of ethics and integrity. The Chairman requested that a report be presented to the Committee on the issues surrounding the role of the IPCC nationally, and how this could impact the Force.

The Assistant Commissioner also took the opportunity to thank the Chairman of the Sub-Committee for her support in the process of establishing these integrity monitoring processes.

13. CITY FUTURES OVERVIEW

The Committee received a presentation of the City Futures Programme, and Members were informed of the programme's aims and objectives.

Members expressed their support for the programme and applauded work programme. Members noted the Programme was providing an opportunity for many officers from many levels of the Force to provide feedback on initiatives the Force was implementing.

It was suggested that a report back be produced and it was agreed the Committee would receive an update in three to six months' time.

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

Questions were raised as follows –

The Town Clerk undertook to circulate the date of the next Economic Crime and Fraud Training Academy Steering Group meeting to relevant Members.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no other items of urgent business.

16. 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 the Schedule 12A of the Local Government Act.

Item No	Exempt Paragraphs
17.a)	3
17.b)	1,2 & 5
18	3

17. NON-PUBLIC MINUTES

17.a) The non-public minutes of the meeting held 1 November 2013 were approved as a correct record.

17.b) The non-public minutes of the Professional Standards and Integrity Sub (Police) Committee held on 13 November 2013 were received.

18. COMMISSIONER'S UPDATES

The Commissioner 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

There were no questions.

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 1.30 pm

Chairman

Contact Officer: Xanthe Couture
tel. no.: 020 7332 3113
xanthe.couture@cityoflondon.gov.uk

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Agenda Item 4

POLICE COMMITTEE 17 JANUARY 2014

OUTSTANDING REFERENCES

Meeting Date & Reference	Action	Owner	Status
6/12/2013 Item 11 Police Property Act Fund	A report be presented to the Committee to review the current process and arrangements for management of this fund.	Town Clerk	<i>In progress</i> Report to be presented to a future Police Committee meeting.
6/12/2013 Item 3 Public Minutes, Matters Arising	Police Committee Workshops	Town Clerk	<i>In progress</i> Details circulated to Members 10 January 2014
23/09/2013 Item 5c Any Other Special Interest Area Updates	Road safety update	Commissioner/ Department of Built Environment / Town Clerk	<i>In progress</i> Police Committee, February 2014
01/11/2013 Item 17 Any Other Business	Update on saturation of number of threshold licensed premises.	Town Clerk	<i>Completed</i> Details circulated over email to Members 7 January 2014.
01/11/2013 Item 17 Any Other Business	Update on recruitment of the new Member for the Independent Advisory Group (IAG).	Town Clerk	<i>Completed</i> Details circulated to Members 10 January 2014.
11/07/2012 Item 23 Future Information Technology Provision	To present a future options paper for the upgrade of the IT services	Director of Corporate Services	<i>Completed</i> Police Committee, 17 January 2014

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Committee: Police	Date: 17 th January 2014
Subject: Community Engagement Update	Public
Report of: Commissioner of Police POL 06/14	For Information

Summary

This report contains details of engagement at Ward Level since the last Community Engagement report was presented to your Committee.

The Residential Engagement Team continues to highlight the importance of security through its engagement workshops relating to Counter Terrorism. They also provided an opportunity for the City Cub Pack to visit the team at Snow Hill Police Station which proved very successful.

Anti Social Behaviour (ASB) continues to decrease with a reduction of recorded ASB incidents compared to the same period last year.

In terms of Business Engagement, a re-launch of Cafe Watch is proving successful with a focus on five specific premises based on analysis and weekly visits by the Crime Squad to reinforce the campaign. The Community Policing Team provided support and resources to the Force's Christmas Campaign (*'Not Everyone Is As Nice As You'*) throughout December which improved community relations during this time and focused on crime prevention, personal safety advice and ASB associated with the night time economy.

Officers visited the City's Mosques and engaged with Elders during the trial of the two defendants for the murder of Lee Rigby. This was to provide reassurance and address any concerns or increased tensions. The Team has also been engaging with some of the City's church groups on matters of security and crime prevention which was well received. A new Police Sergeant has joined the Community Team. He is currently re-invigorating some of our links with the City of London Corporation Safer City Partnership.

Community Policing officers and the Cadets were privileged to attend the Global Peace & Unity Festival (GPU). It was a unique opportunity for the

police to interact with the visitor population, as the event attracted around 60,000 people over two days. Commander Wayne Chance also attended this event.

Recommendations

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

Main Report

Section A – Residential Engagement

1. The ‘Prevent’ Engagement team within Community Policing have delivered workshops to raise awareness of Prevent (one strand of the governments CONTEST strategy which relates to Counter Terrorism) Prevent includes working with a wide range of sectors (including education, criminal justice, faith, charities, online and health) where there are risks of radicalisation that need to be dealt with. The Team gave presentations to various City of London Corporation (CoL) teams, including the Community and Children’s Services Team. They also gave presentation to the Advice Information and Advocacy Forum (AIA) and Toynbee Hall¹ staff who work with local residents, and also to local places of worship namely at the Community Centre off Middlesex Street and a local Church group in the City.
2. Personal Safety Presentations were given to parents at Cass Child & Family Centre and staff at a City based international law firm, these were very well received and provided parents with information on how to keep their family safe.
3. The City Cub Pack based at Sir John Cass School visited Snow Hill Police Station – the Community Team facilitated this visit and combined various educational and fun elements for a very appreciative group. The cub pack met many of the Community Officers and held a Q and A with them.

¹ <http://www.toynbeehall.org.uk/advice-information-and-advocacy>

Anti- Social Behaviour

4. As a result of the endeavours of the Community Team and response officers, Anti Social Behaviour (ASB) is continuing to decrease. There were 82 ASB CADS² opened between the 29th October and 30th November. In comparison, during the period of 29th October and 30th November 2012 there were 128 ASB CADS opened. This shows a significant reduction of 46. Community Officers continue to engage with all victims of ASB and provide a high level of service and assessment of their needs to ensure that any re-occurring issues or trends are identified and dealt with.

Section B – Business Engagement

5. The re-launch of ‘Café Watch’ continues to prove successful. A focus on 5 specific Coffee Shops is continuing after analysis showed these to be the venues with the highest frequency of reports of crime such as theft. The Team is engaging with these cafes on a weekly basis to establish the extent of offending every week. Attendance of Crime Squad officers at these venues has also been arranged to provide a briefing to the staff to include descriptions of regular offenders and explain the tactics that the offenders utilise.
6. All Community Officers assisted with the Force Christmas Campaign - ‘*Not Everyone Is As Nice As You*’ - by providing crime prevention roadshows to businesses and also providing resources to particular operations. Eight PCSOs were assigned to the task of visiting all the premises in a given ‘zone’ to inform the community of the Christmas Campaigns objectives. The opportunity was taken to engage with the different premises to establish tensions and concerns. In addition to this, the campaign also focused on the mainline stations and other travel hubs in the City and officers and civilians gave out leaflets to inform City workers of the aims of the campaign which included crime prevention and personal safety advice.
7. Consideration is being given to a draft city workers survey aimed at City businesses. This has been circulated internally prior to its wider circulation in the New Year. It is envisaged this survey will be the new method of establishing priorities for the Business Engagement Team.

² Computer Aided Despatch reports

8. A new Police Sergeant joined the Community Engagement Team on 27th November 2013. He is currently re-invigorating some of the Force's links with the City of London Corporation Safer City Partnership (SCP) for which the Force are statutory partners, by helping to bring to fruition a number of partnership projects.

Section C – Hard to reach groups.

9. Throughout the trial of two defendants' at the Old Bailey for the murder of Lee Rigby, Community Officers attended the Mosques in the City and on the boundaries and spoke to the Elders regarding the trial and to listened to and addressed any concerns.
10. 'Friends of City Church Watchers' (volunteers who sit in churches to enable them to be open to the public when staff aren't around), held a meeting of approximately 50 people on 4th December in St Magnus the Martyr Church. A PCSO gave a brief talk on crime prevention and security which was extremely well received.
11. One of the Community Team also attended the Fundamental Rights Conference in Lithuania on Combating hate crime in the EU, giving victims a face and voice. This was a great opportunity to increase our understanding of hate crime and to meet individuals from all over the EU to share experiences and best practice in the fight against hate crime and learn about current patterns and trends in hate crime.
12. Ongoing Community Engagement under Op Fennel with the begging community continues. The first five 'Street Initiative' Education Days passed off successfully, with some positive feedback both from the begging community and the partner agencies who are making this initiative a success. In excess of 200 tickets have been issued to over 100 different people inviting them to an educational 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 City of London Corporation. Independent Evaluation from the University College of London has moved a step closer with further meetings scheduled in the near future.

Section D – Transient Community and / Visitors

13. During December, Community Police Officers and the Cadets were privileged to attend the Global Peace & Unity Festival (GPU). The officers ran a stall at the event and conducted workshops which were a unique opportunity for the police to interact with the visitor population and to contribute to and be part of a project dedicated to creating a more harmonious world. The event attracted around 60,000 people over two days. Commander Wayne Chance also attended this event to represent the Force and the Commissioner recorded a video message that was also played at the event.

14. The Safer City Partnership is currently promoting their contact with Hotels within the City of London. This is a growth business area with ongoing planning, development and construction of further Hotels. This will require close engagement if the partnership wish to develop and maintain links. A Hotel Watch was launched in October 2013, with the next meeting due in March 2014. Officers are working alongside the City of London Corporation to improve these links and to provide a bespoke service to the hotels that matches their interest areas.

Conclusion

15. 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 6th December.

Contact:

Supt Norma Collicott

Uniformed Policing Directorate

020 7601 2401

norma.Collicott@cityoflondon.pnn.police.uk

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Committee: Police Committee	Date: 17 January 2014
Subject: Equalities Update	Public
Report of: Equality, Diversity and Human Rights Manager	For Information
<u>Summary</u>	
<p>This paper aims to inform the Committee of the recent work in the area of EDHR across the force since the last meeting.</p> <p>There are a number of ongoing areas that the Force is working on whilst identifying new areas for improving EDHR practice.</p> <p>.</p> <p>Recommendation It is recommended that this report be received and its content noted.</p>	

Main Report

1. Areas of Work:

1a) Stonewall Equality Index- Initial feedback from Stonewall has identified the following areas as needing attention:

- **Policies-** They need to be audited (not just the new ones) and made more inclusive. Stonewall have offered to give us contacts for Suffolk and Norfolk Constabularies as they have really good examples of these.
- **Training-** More specific examples are needed and greater clarity on various strands of discrimination, bullying and LGB identities. Again, Norfolk and Suffolk have been cited as having great examples that can be used even on a reduced training budget.
- **Monitoring-** Most police forces perform well on this whereas City of London Police are a bit behind. I'll find out some good examples to send you.
- **Supplier Policy-** Suffolk Constabulary are considered to be performing exceptionally well in this area and this is a subject that will be covered during discussions around their overall approach. CoLP may however be limited in their ability to adapt procurement criteria because of the arrangement with the Corporation.
- **Engagement of staff and senior management-** Stonewall have some really excellent examples of best practice in this area from a housing association, B3 Living which they will share with us to help improve performance in this area.

An on-site meeting with the Stonewall relationship manager is being arranged for mid-February to go through our submission in detail. Representatives from HR, Chorus, EDHR and other interested parties will be in attendance, providing an opportunity to develop the basis of an action plan that will be reported back the QoS/EDHR Board.

1b) Disability Equality Standard- The benchmarking has not yet commenced. Access to the assessment database has been set up and users assigned. Funding for the assessment had to be identified as this is not covered by the membership fee with Business Disability Forum

which has led to delays. However the existing evidence that the Force hold for the ESPS assessment contains a significant amount relating to disability, which assist in the process.

A further report will be brought to the Committee once the evaluation has been completed and the Force has developed appropriate responses to the areas for improvement.

1c) Equality Duty Compliance-The Force is currently working on collating and formatting information to meet the Equality Duty compliance deadline of 31st January 2014. The Force has committed to updating its equality information quarterly, so it remains well within the compliance requirements, however the annual update will be completed on time

1d) Resilience and Mental Health- On 25th February 2014, the Force in partnership with Freeney Williams Limited, one of Europe's leading disability and diversity consultancies, is hosting a an event at CH Rolph Hall, for all police forces across the country that supports mental health and wellbeing.

This highly interactive event will examine the police services' need to ensure the well-being of its entire administrative and operational staff. It will help develop their mental and emotional resilience in a time of change and increasing operational pressures. In addition, it will explore help Forces' current approaches and how they can be developed to obtain maximum buy-in from all staff – from Chiefs down to operational and support line managers.

The workshop-style event will give participants an insight and understanding of the issues regarding the development and management of staffs' mental and emotional resilience in relation to their job roles. For example, it considers the provision of reasonable adjustments, the skills and understanding needed to identify the signs that someone may be becoming unwell, how to start the conversation with the individual and what to do next.

The workshop will cover:

- **Definition:** What is meant by the terms 'resilience' and 'well-being'.
- **Law:** What are the issues under the Equality Act 2010.
- **Best Practice:** What is best practice and what are the implications.
- **The Signs:** What are the potential indicators if issues arise, what should managers look for and what should they do.
- **Barriers:** What are the barriers that stop people talking to their managers, HR and others about their well-being and what can be done about them.
- **Conversation:** How to be confident having a conversation with an individual about their well-being.
- **Adjustments:** An overview of common adjustments for individuals who might benefit from support.

The event is aimed at HR managers, Diversity Practitioners, Change Programme Leaders and Leadership Programme Managers, to ensure that the mental health and wellbeing issues are considered and identified at different stages and factored into projects development.

Conclusion:

The Force continues to work on EDHR issues, with strong oversight through the QoS/EDHR board. Using feedback from the external benchmarking exercises we can identify areas that can be prioritised for action which will help the Force to move towards best practice and looking at specific areas of the EDHR agenda in more detail.

In hosting the event in February, the Force is reinforcing its commitment to EDHR issues and allowing its own staff to network with other forces to identify best practice that we can adopt or share our own with others. It enhances our credentials as an organisation that is actively working on EDHR.

Contact:

Nagina Kayani, EDHR Manager

0207 601 2212

Nagina.Kayani@city-of-london.pnn.police.uk

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Committee: Police	Date: 17 January 2014
Subject: Policing Plan 2014-2017	Public
Report of: Commissioner of Police POL 01/14	For Decision

Summary

This report presents the draft Policing Plan for the City of London, informing the community and staff how the City area is to be policed.

The Force and Court of Common Council (in its capacity as a police authority) are required to continue to publish a policing plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a police and crime plan.

There remains a national policing priority for police forces to continue to reduce crime. Additionally there is a requirement to support the national strategic policing requirement, which this year appears in the plan as a separate priority area. The priorities proposed in the plan, detailed immediately below, support both national requirements. The priorities are:

- Counter Terrorism;
- Safer Roads;
- Public Order;
- Crime Reduction;
- Tackling Antisocial Behaviour;
- Tackling Fraud;
- National Lead Force;
- Strategic Policing Requirement.

Members endorsed the revised priorities and their order of presentation at two workshop meetings on the 30th October and 6th December 2013. A draft plan together with supporting measures was considered by Members at the second workshop meeting on 6th December 2013, and was agreed subject to some minor amendments, which have been incorporated within the plan. A separate report detailing all the measures will be presented to your Performance and Resource Management Sub Committee's February meeting.

High level financial information is included within the plan based on the current medium term financial plan.

It is recommended:

- Your Committee adopts the Draft Policing Plan 2014-17 appended to this report as the Policing Plan for the City of London, subject to any further amendments agreed by your Committee and Commissioner, and subject to final sign off of measures by the Performance and Resource Management Sub Committee in February; and
- Following approval the plan is published on the internet by 31st March 2014; and
- Performance against the plan is reported quarterly to your Police Performance and Resource Management Sub Committee.

Main Report

Background

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

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

Current Position

3. The Police Act 1996² requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
 - (a) the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - (b) its policing objectives for the policing of its area during that year.
4. Although the plan covers a period of three years, there is a requirement to review and republish the plan annually.
5. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.³ Such priorities are currently articulated by the Strategic Policing Requirement, which this year has been adopted as a priority area for the Force. Additionally, the plan takes account of Government policy statements regarding reducing crime, accountability and value for money.

Developing the plan

6. Members of your Committee have been instrumental in shaping this year's plan through participation at two workshop sessions hosted jointly by the Commissioner and Chairman. The first event was held on 30th October 2013, where the core priorities were endorsed following a review of factors influencing the next iteration of the policing plan. Those factors included consideration of emerging issues raised by the Force's Strategic Assessment, the results of engagement activities, legislative requirements, risk and benchmarking with other forces.
7. At the second workshop meeting with Members, held on 6th December 2013, a substantively completed draft plan was presented together that included a series of measures developed to support delivery of the priorities. The plan and measures were endorsed subject to further amendments, all of which have been incorporated into the plan presented by this report to your Committee for formal approval, subject to final approval of the measures by your Performance and Resources Sub Committee.

² S.6ZB as above

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

Policing Priorities for 2014-15

8. The policing priorities for 2014-15 presented in the plan are:

- Counter terrorism;
- Safer roads;
- Public order;
- Crime reduction;
- Antisocial behaviour;
- Fraud;
- National lead force; and
- The Strategic Policing Requirement.

Setting the priorities

9. Members will be aware from participation in the policing plan workshop meetings that the priorities were only set following a robust review of intelligence, threat, national drivers and results of engagement activities. The range of the priorities naturally mirrors the range of roles fulfilled by the Force, from pan-London and national responsibilities (counter terrorism fraud and public order) to addressing City-specific, community concerns around volume crime, road safety and antisocial behaviour associated with the night time economy. The ordering of the priorities reflects the Force's core role around the protection of life. This year a distinction has been drawn between Fraud, which relates specifically to City of London economic crime, and the National Lead Force function. Finally, supporting the Strategic Policing Requirement is an important area of business for the Force to the extent it has been included as a distinct priority. The priorities and the order in which they appear were endorsed by Members at the workshop on 6th December 2013.

Targets and measures

10. The targets and measures proposed to support delivery of the plan were shared with Members at the second workshop meeting on 6th December 2013. Members endorsed the general approach to reduce the overall number of measures contained within the plan having been reassured that the Force would continue to report against targets that have moved from the policing plan to directorate plans. Of the measures that remain in the plan, the majority are carried forward from the current plan; this allows for meaningful comparisons to be made over the medium term to indicate improvements to performance or otherwise. Members also agreed that the

measures could be removed from the pages detailing the priorities and should only appear on a summary page at the end of the priorities section.

11. There are a few new measures where additional work needs to be completed before the wording can be finalised. For that reason, your Committee is asked to approve the draft plan subject to the measures being formally signed off by the Performance and Resource Management Sub Committee at their meeting in February 2014.

Finance

12. The plan contains high-level details only of the Force's anticipated income and expenditure over the term covered by the plan. The charts included are based on the latest approved Medium Term Financial Plan. The Force's funding situation is extremely fluid compared to other forces and this makes accurate forecasting over the entire term of the plan very difficult. It is likely that the figures contained in the plan, even though they cover a three year period, will change in the next iteration.

Publishing the plan

13. It is very rare now for forces to produce hard copies of policing plans with the norm being for plans to be published on force and Policing and Crime Commissioner's websites. Hard copies can be made available upon request, although this is usually limited to a simple print of the PDF document on the website. There have not been any external requests for hard copies of any of the policing plans over the past five years. However, the Force intends to commission a professionally designed plan for internet publication based on the attached draft. The cost is likely to be in the region of £1000.
14. It is proposed to include end of 3rd quarter performance data to publish the plan on the internet by 31st March 2014. This can be easily updated during April/May 2014 with end of financial year performance data once available, and thereafter an amended version of the plan published on the intranet.

Proposals

15. This Report proposes:
 - Your Committee adopts the Draft Policing Plan 2014-17 appended to this report as the Policing Plan for the City of London, subject to any amendments agreed by your Committee and Commissioner and subject to final approval of the measures by the Performance and Resource Management Sub Committee; and
 - Following approval the Plan is published on the internet by 31st March 2014; and

- Performance against the Plan is reported quarterly to your Police Performance and Resource Management Sub Committee.

Strategic Implications

16. The Policing Plan directly supports the City of London Corporation's Vision to support and promote the City of London as the world leader in international finance and business services, maintaining high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.
17. The Policing Plan also has regard to the priorities of the Safer City Partnership and the City Together strategy.

Conclusion

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

Attached Papers:

Draft City of London Police Policing Plan 2014-17.

Contact:

Stuart Phoenix

Head of Strategic Planning

020 7601 2213

stuart.phoenix@cityoflondon.pnn.police.uk



City of London Police Policing Plan

2014 - 2017

Draft v.07 02.01.2014

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City of London Policing Plan 2014-17

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

The City of London is unique. It remains the world's leading international financial and business centre, with 37% of the global share of foreign exchange derivatives and 70% of global Eurobond trading occurring here. It is home to around 10,000 residents, however, every day that number swells to over 300,000 as people arrive in the City to work. In recent years the City has developed a vibrant night time economy, with more people than ever visiting bars, clubs and restaurants after work and at weekends. A major tourist destination and arts centre, the City attracts some 4 million visitors per year. The Square Mile hosts a number of high profile events; the Mansion House alone hosts over 700 events annually, from small business meetings to major banquets attended by Royalty and Heads of State. Policing an area as diverse and important as the City brings with it unique challenges quite unlike anywhere else in the country, and clearly any disruption to 'business as usual' would have a significant impact on the diverse range of interests located here.

The continuing threats to the financial sector from terrorism and fraud related crime remain constant and consequently are key priorities for us. Terrorism and fraud both have a national dimension and our response to these threats, along with the other national threats articulated by the Strategic Policing Requirement, ensures we support the Government's requirement that forces address the most serious criminal threats that transcend force boundaries. We have adopted supporting the Strategic Policing Requirement as a priority for 2014-15 to ensure it remains a key consideration of our planning and service delivery.

Our national work combating fraud continues to expand and maintains our place in the forefront of the fight against economic crime: operational delivery is now complemented by regional fraud teams; our National Fraud Intelligence Bureau meets the needs of crime fighting agencies and industry; and our Fraud Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. Following the launch of the National Crime Agency (NCA) last year, we are working closely with them and will provide the link between the NCA and regional fraud teams to ensure a robust and effective response to the threat from fraud. From April 2014 we will also host Action Fraud, formerly the Government's national fraud reporting centre.

Overall crime levels in the City of London are amongst the lowest anywhere. However, that does not mean that we are complacent when it comes to tackling criminality. We are committed to fighting crime at all levels. Although we fulfil a national role tackling fraud and other serious criminality, our local role is no less important to us. It is often the case that residents' and workers' priorities will be different from those that impact on large corporations but their concerns are given no less appropriate regard. This distinction between our national and local roles is reflected in the range of our priorities. Tackling antisocial behaviour will continue as a priority for 2014-15 as it is an area that our community continues to tell us is a matter for concern.

A year ago we fundamentally restructured to safeguard against any adverse impact that cuts to funding might have on service delivery. As all police forces, we continue to face significant financial challenges; however, our ability to deliver an efficient, effective and financially sustainable service to

the City of London remains paramount. The finance section of this plan shows how we will achieve this.

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

The Court of Common Council continues to act as our police authority in accordance with the provisions of the City of London Police Act 1839 and the Police Act 1996. Their role is broadly similar to the role of a Police and Crime Commissioner, which is:

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

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

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

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

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City of London Policing Plan 2014-17

Outcome

A City where our workers, residents, businesses and visitors are safe and feel secure

Vision

We are an organisation that continually strives to deliver for our community, achieve excellence in everything we do and in doing so provide a world class service. This is not just in relation to national performance tables but being recognised as a worldwide centre of excellence for our policing services. In order to realise this ambition our vision for the City of London Police is:

“The relentless pursuit of excellence to deliver world class service, staff, performance and reputation”

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



City of London Policing Plan 2014-17

Values

Integrity

Integrity to the City of London Police means acting in accordance with the values of the organisation. It is about being trustworthy, reliable and committed and there is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below the standards expected by the Force. We fully support the National Police Code of Ethics.

Fairness

We are an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider. We will seek to create an environment that maximises everyone's talents in order to meet the needs of the organisation, and those of the community we serve.

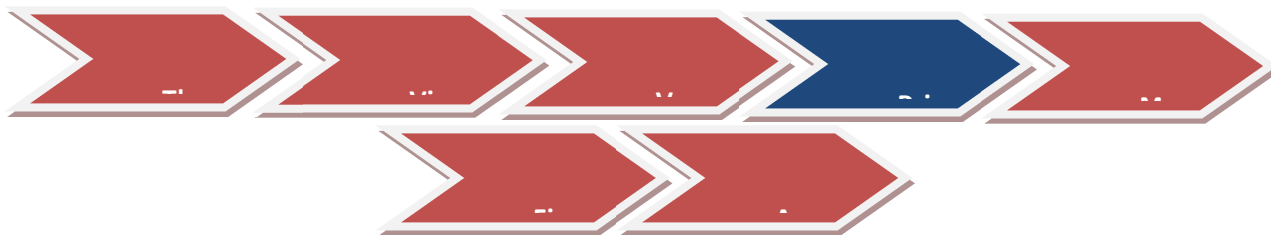
Professionalism

Professionalism is a quality that we highly value. We expect our staff to be dedicated to professional development, both for themselves and the people they are responsible for, and empowered to make important operational decisions at the correct level. Being professional ensures that we meet the needs and demands of our customers to deliver high quality, fast and effective services.

There is a strong belief and commitment at all levels of the organisation that adherence to being professional produces better outcomes for our community and greater success for the City of London Police.

Our values underpin everything we do.

Our Priorities – from Local to National

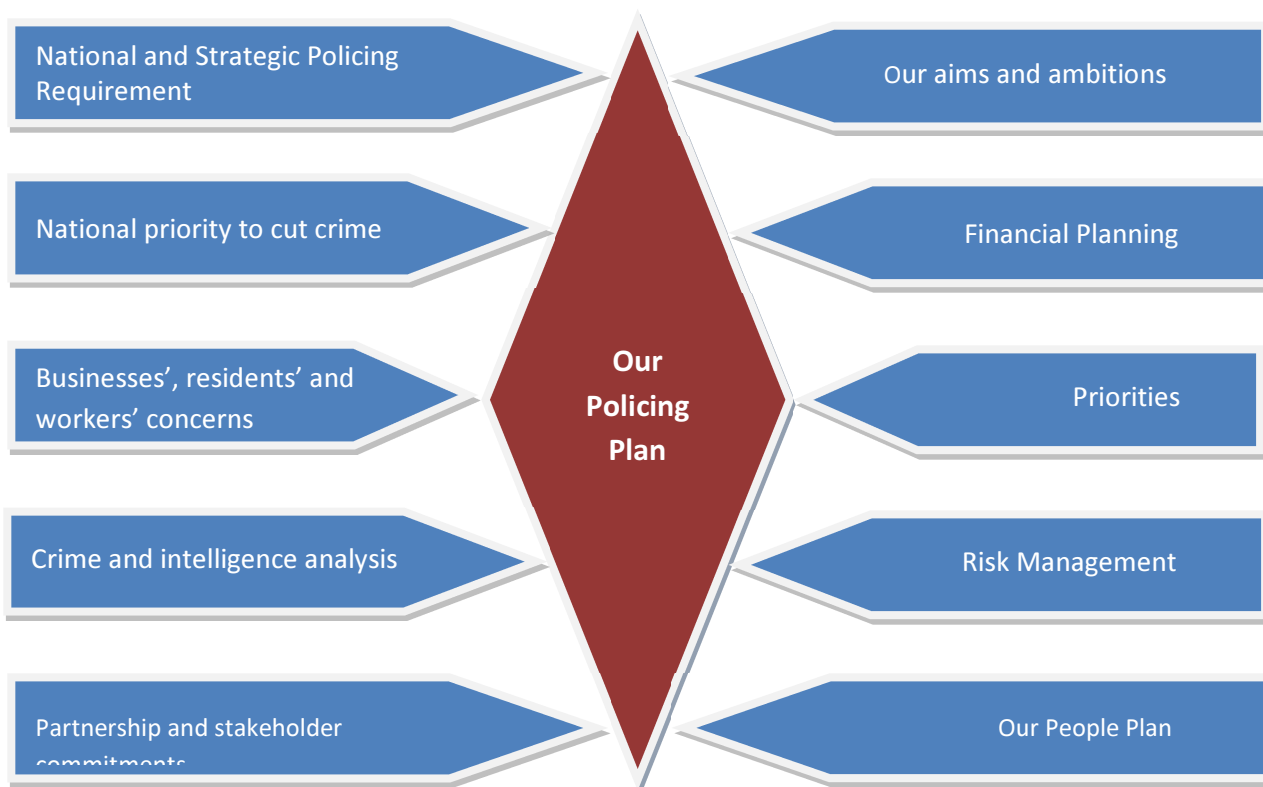


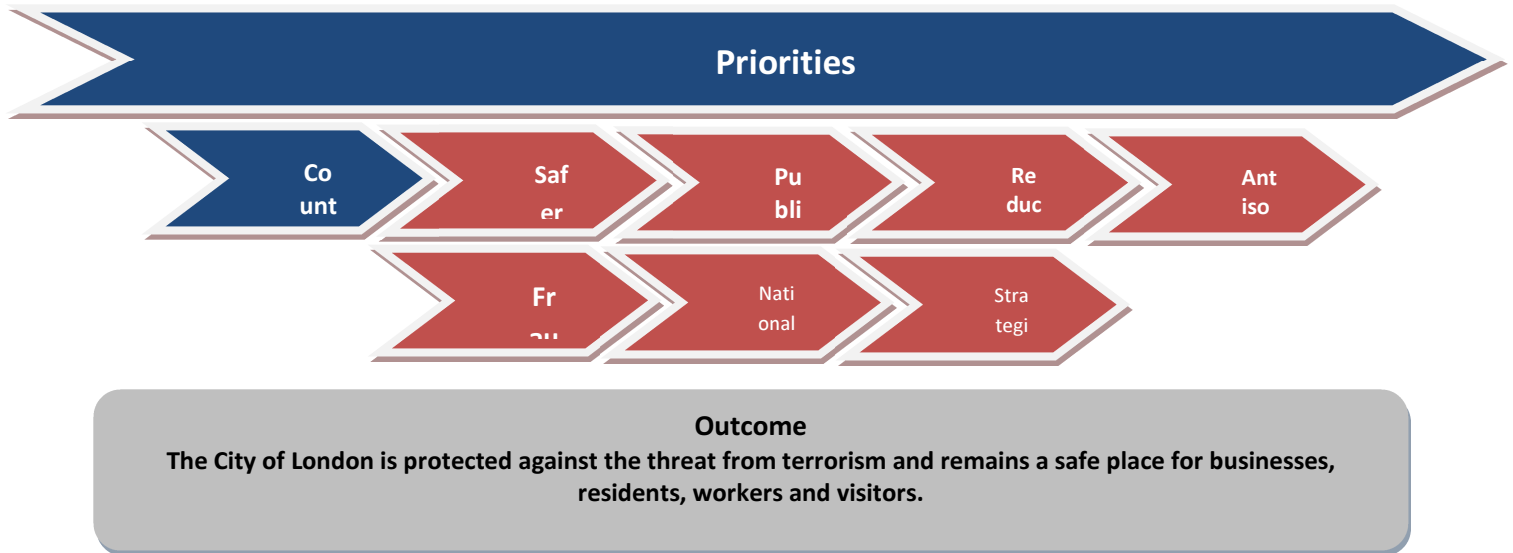
Our priorities, which form the core of our policing plan, are set with our Police Committee. We engage with our community and listen to their concerns so they can influence how policing is delivered in the City of London. Engaging with key people ensures that our service is bespoke to the needs of the business City, whilst engagement at the most local level, with residents and workers, ensures that grass-roots concerns are heard and addressed.

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

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

Our resulting priorities address both our national and local obligations. Whilst the order in which they appear reflects one of our core roles, the protection of life, which is always highlighted by our community as of enduring importance, the priorities themselves are not mutually exclusive, nor do they compete with each other in any form of priority. The diagram below shows the main factors influencing the development of the policing plan.





The threat from terrorism and extremism remains high and is becoming more diverse and complex in how it is manifested. The City of London’s historical, cultural and economic importance means that it will always be an attractive target for those intent on causing high profile disruption. Over recent years we have worked hard to strengthen engagement with our community; we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity. Our strategies and approach to dealing with terrorism means we are fully able to support the Strategic Policing Requirement (see page 15). By continuing to protect the City of London from terrorism we will continue to protect the UK’s interests as a whole.

ENGAG EMENT

Working together with our community and with national and international partners, we will continue to be creative in our approach to keeping the City of London safe from terrorism. Keeping our community informed with timely information on emerging terrorism threats, through briefings, engagement and joint exercising ensures that businesses understand the risks and challenges facing the City. Engaging with groups and individuals to prevent them from turning to terrorism or extremism will remain a core element of our counter terrorism strategy.

PREVEN TION

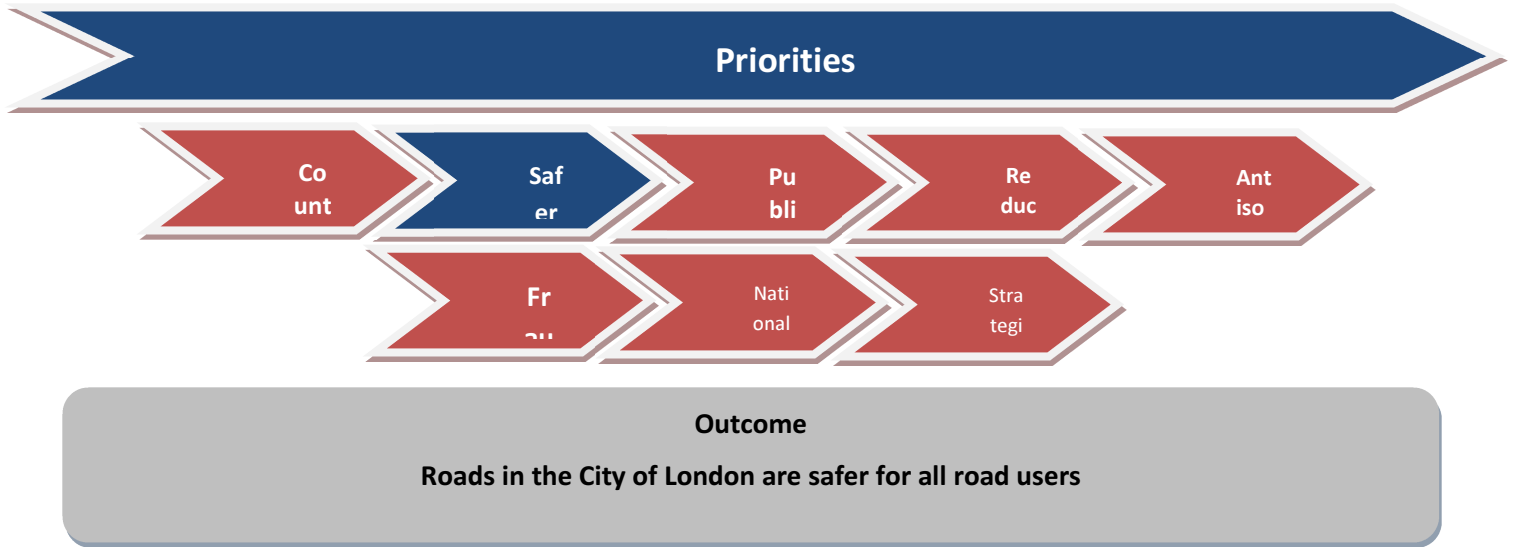
We will maintain our preparedness to respond to a terrorist incident by regularly testing our own plans and working with businesses and partners to exercise theirs. We will enhance our methods of information sharing to encourage our community to report suspicious behaviour, creating a hostile environment for terrorists. We will continue to work in partnership with the City of London Corporation to enhance security measures across the City of London, including early engagement to design out susceptibility to an attack. We are committed to maintaining our ring of steel and high visibility policing patrols.

SERVIC E

We will continue to develop new and improve existing tactics to counter complex terrorist threats. We will use intelligence and analysis to target the deployment of resources to detect, deter and disrupt terrorism. We will ensure the maximum availability and deployment of specialist staff to provide additional security, protection and advice to our community. We will make full use of existing and emerging technology, such as CCTV and Automatic Number Plate Recognition systems, to complement our service delivery in this important area.

Our commitment

We will deliver intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public



Road safety continues to be highlighted by residents, workers and visitors as important. Reducing the number of people killed or seriously injured on the City’s roads is a goal that we share with the City of London Corporation. They have a target to reduce the number of such incidents to a three year rolling average of 39.1 (by 2014), and longer term to 24.7 by 2020. Our priority is to support the City of London Corporation in achieving that target through enforcement and education activities, whilst at the same time improving road use for all users.

ENGAGEMENT

We will support the City of London Corporation’s casualty reduction target through enforcement and education activities; we will achieve this working in partnership with the City of London Corporation to identify the causes of collisions that cause injury and proactively targeting offenders who use the roads to cause danger to other road users. We will engage with road user groups to identify opportunities to provide timely education or enforcement activities. Particular attention will be paid to vulnerable road users (pedestrians, cyclists and motorcyclists). We will continue to work with Transport for London by delivering special services that help keep those using the City’s roads safe.

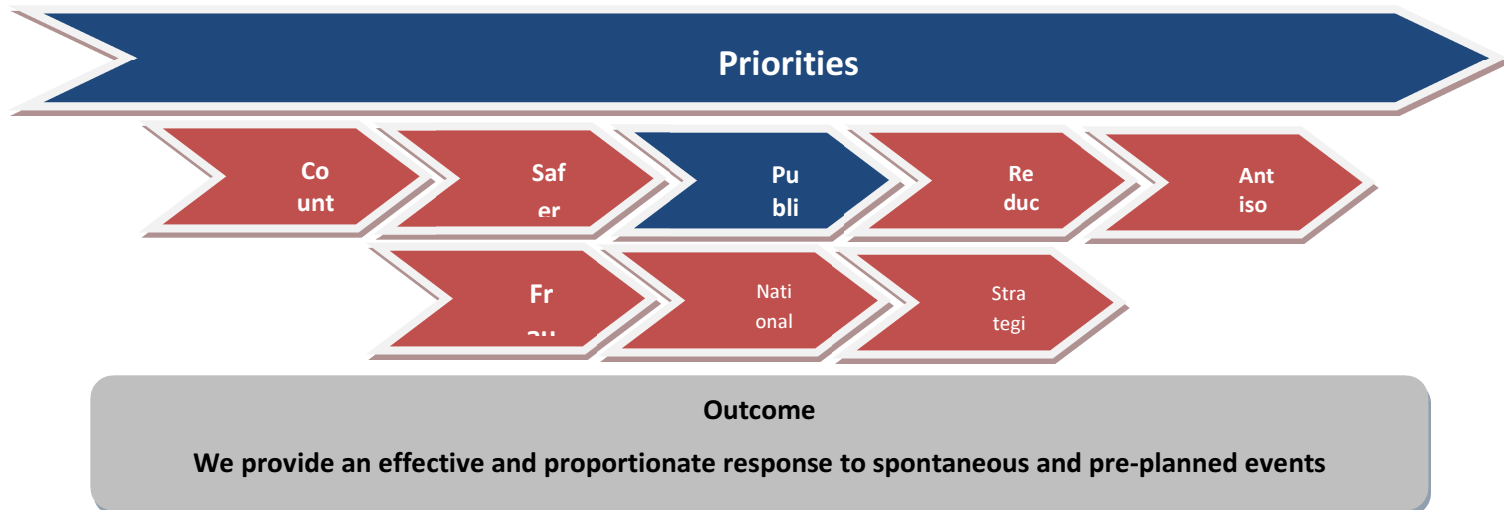
PREVENTION

We will continue to undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk. When appropriate, and supporting national road strategies, we will replace traditional criminal justice sanctions for offending with an educational programme aimed at improving road skills and understanding to prevent re-offending. Over the course of this plan we will increase the number of educational schemes that we can refer offenders to. We will continue to deliver targeted educational campaigns to improve road user behaviour, supporting our and the City of London Corporation’s aim to reduce the number of accidents and injuries on the City’s roads.

SERVICE

We will use all the information available to us to ensure that our policing service is delivered effectively, providing appropriate education and enforcement activities to reduce the number of collisions and injuries. We will continue to work to embed road safety issues as a core policing responsibility throughout the Force. We will continue to investigate serious collisions, support victims and their families and, where appropriate, prosecute offenders that flout road safety laws.

Our commitment
 We will support the City of London Corporation’s casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles



The City’s position at the heart of global finance results in it being an attractive venue for protesters and demonstrations. Whilst we recognise individuals’ right to protest, this has to be balanced with the community’s rights to go about their lawful business without fear of being harassed or harmed. A significant factor in the City’s pre-eminence in business is the degree of safety felt by the people living, working and visiting here. It remains imperative that we continue to maintain the capability and capacity to deal with spontaneous protest or unrest.

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

ENGAGEMENT

We will work with our partners in the City of London Corporation to plan for and address large events. We will provide updates to City businesses, residents and workers to assist them to react effectively to events. We will engage with businesses to address any concerns and resolve any problems or disruption connected with any public order events, with contact being made prior to, during and post event. We will continue to ensure that we make best use of social media to keep the public informed and provide additional ways for them to furnish us with information.

PREVENTION

To protect the City effectively we need to maintain a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around ‘night time economy’ venues to large-scale pan-London events.

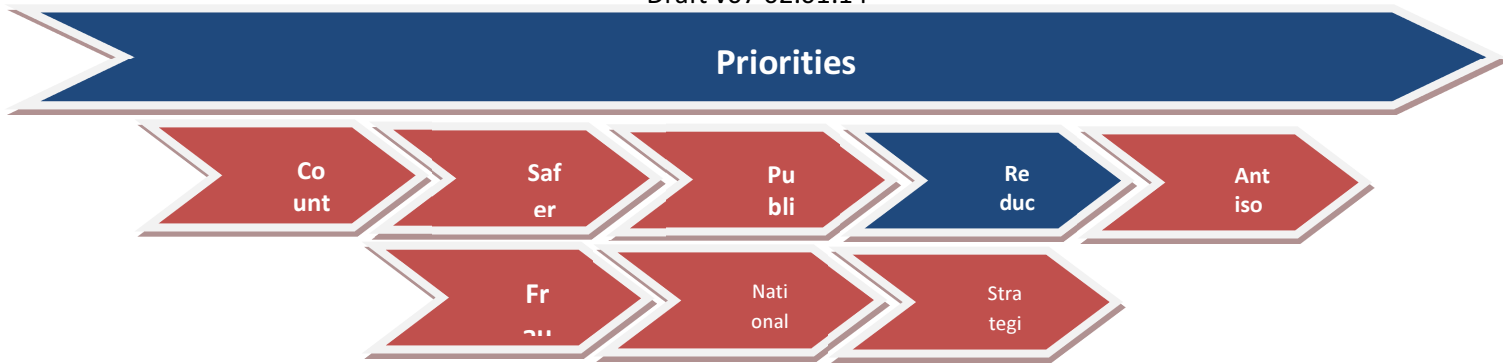
We will ensure that appropriate resources are tasked to undertake both patrols and interventions linked to known areas of threat and risk, preventing offences from being committed and increasing community confidence.

SERVICE

We will use intelligence effectively to maximise the visibility and accessibility of our officers so they are best able to respond quickly to an incident. We will continuously review tactics and options in line with national best practice. Additionally, we will continue to deliver ongoing organisational improvements and developments to public order deployments by identifying and promulgating good practice from lessons learned. We will improve our systems and processes from lessons learned and debriefs from operations and training. We will include suggestions from staff to improve operational effectiveness.

Our commitment

We will respond appropriately to all local and national public order requirements



Outcome

Crime levels in the City of London remain low

The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, we have achieved year on year reductions in overall levels of crime over the past twelve years. To build on past success we want to reduce crime further; to achieve this we will focus on those areas that intelligence and our community tells us are the most important, namely victim based crime, which includes crimes of violence and all forms of acquisitive crime. Our crime management strategies, together with our commitment to respond swiftly to calls for assistance, will help us to achieve this. From April 2014 the Home Office has replaced traditional detection measures with a range of crime outcomes, designed to ensure crimes are resolved to victims’ satisfaction. Over the coming year we will assess the outcomes of crime committed in the City so that we can be sure we are dealing with offenders effectively and providing the best service possible to victims of crime.

ENGAGEMENT

Together with our partners, we will continue to be innovative in our approach to reducing crime, targeting crime hotspots and known offenders. We will work with the Safer City Partnership and other partners, adopting a collaborative approach to problem solving to maintain the City of London as a low crime, safe area. We will continue to tackle alcohol-related violence through a joined-up, partnership approach. We will have a robust, fair and consistent approach to licensing issues and in addressing the challenges brought about by policing a vibrant night time economy.

PREVENTION

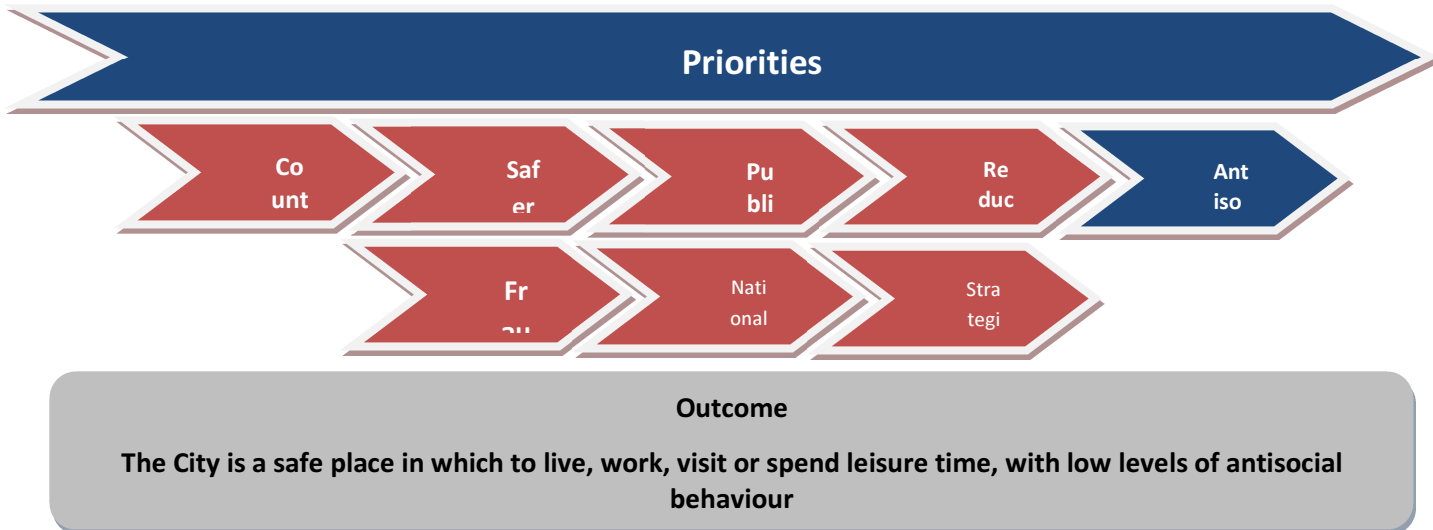
Crime prevention remains a powerful tool in empowering people to act to keep the City safe. Maintaining and building on relationships with our residents, businesses and workers will encourage them to take an active citizen role. Our partnership work, principally with the Safer City Partnership, but also with partners in the security industry, ensures that we will continue to tackle crime effectively so as to keep the City of London as crime-free as possible. We will use intelligence effectively to identify crime and disorder hotspots and trends so that resources can be matched to demand. Maximising officer visibility and accessibility in hotspot areas will deter offending and we will continue to identify and target persistent offenders to reduce re-offending.

SERVICE

We will mount specific targeted operations to address emerging challenges and provide quality-focused investigations with high quality evidence to support successful prosecutions. We will ensure that our patrolling strategies offer re-assurance to our community. We will ensure that victims can easily report crime and that once reported victims will receive a professional response and are regularly updated. We will maintain a focus on incidents of domestic abuse and child protection, which is an integral part of our victim care strategy. We will respond swiftly to calls for assistance, maintaining some of the fastest response times in the country.

Our commitment

We will reduce crime, bring offenders to justice and improve our service to victims



In addition to being the business heart of London, the City of London is a vibrant cultural and social centre. A lively night-time economy brings with it the potential for increased levels of antisocial behaviour and alcohol related offences. Antisocial behaviour (ASB) takes many forms but it all affects the quality of life of residents, workers and visitors to the City. Our response to ASB is threefold: prevention; dealing appropriately with incidents of ASB (including the use of Antisocial Behaviour Orders); and ensuring victims receive an excellent quality of service, particularly if they are vulnerable or the ASB is a recurring problem.

**ENGAG
EMENT**

We will engage with community groups and our partners in the Safer City Partnership to identify and address the ASB concerns of individuals and groups. We will also work with our partners to reduce the number of rough sleepers in the City of London, supporting the Mayor of London’s strategy and community concerns about the levels of people sleeping on the streets and incidents of aggressive begging.

**PREVEN
TION**

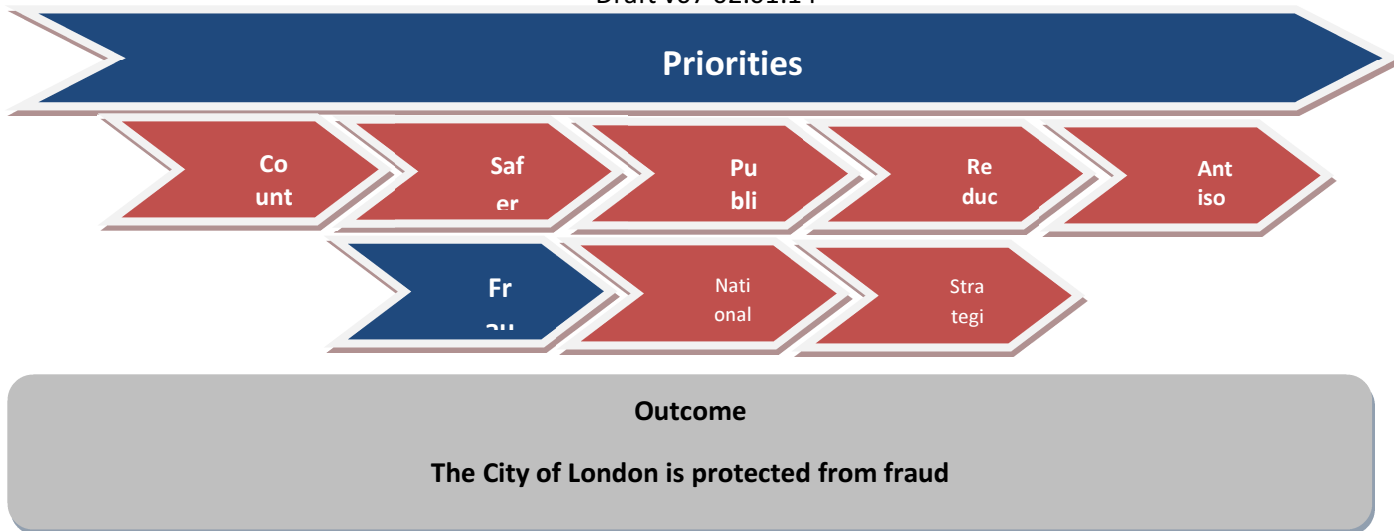
We will actively promote, with our partners, effective stewardship and crime prevention activities within licensed premises. These activities will also include initiatives aimed at reducing acquisitive crime and violent crime. Officers will use a variety of tactics to prevent and disrupt ASB, especially that which is associated with the night-time economy. We will continue to be proactive rather than reactive in our approach to behaviour which has a detrimental impact on the lives of individuals, where possible preventing antisocial behaviour before it happens.

**SERVIC
E**

Using intelligence effectively we will deploy officers to patrol hotspots where begging and ASB is an issue. Working with partners will take appropriate action through prevention and enforcement activities, or where appropriate referral to other agencies. Together with our partners we will use all the tools and powers available to us to tackle ASB effectively.

We will act on feedback from satisfaction surveys about how we have dealt with ASB to improve our service delivery.

Our commitment
We will work with our partners to reduce antisocial behaviour in the City of London to the satisfaction of our local community



Most people who work or reside in the City of London will have been either themselves the victim of some type of fraud, or know someone who has. In addition to the personal cost of fraud, preventing and reducing crime within the City’s financial markets is key to maintaining the integrity and prosperity of London’s financial heart. This is an activity we deliver in partnership with regulators such as the Financial Conduct Authority and trade bodies, including the Association of British Insurers and the British Bankers’ Association. Because of our responsibility to deal with financial crime, including money laundering, uniquely we include tackling fraud as a central pillar of our policing plan. Our role as National Lead Force for Fraud is detailed on the following two pages.

ENGAGEMENT

With reported fraud increasing nationally and police resources coming under significant pressure, we recognise the importance of focusing our efforts on issues that are of greatest concern to the City’s community and businesses. As such, we will continue to engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud. Where possible, we will adopt a collaborative approach to addressing these priorities, whether through education, prevention, disruption or enforcement activities.

PREVENTION

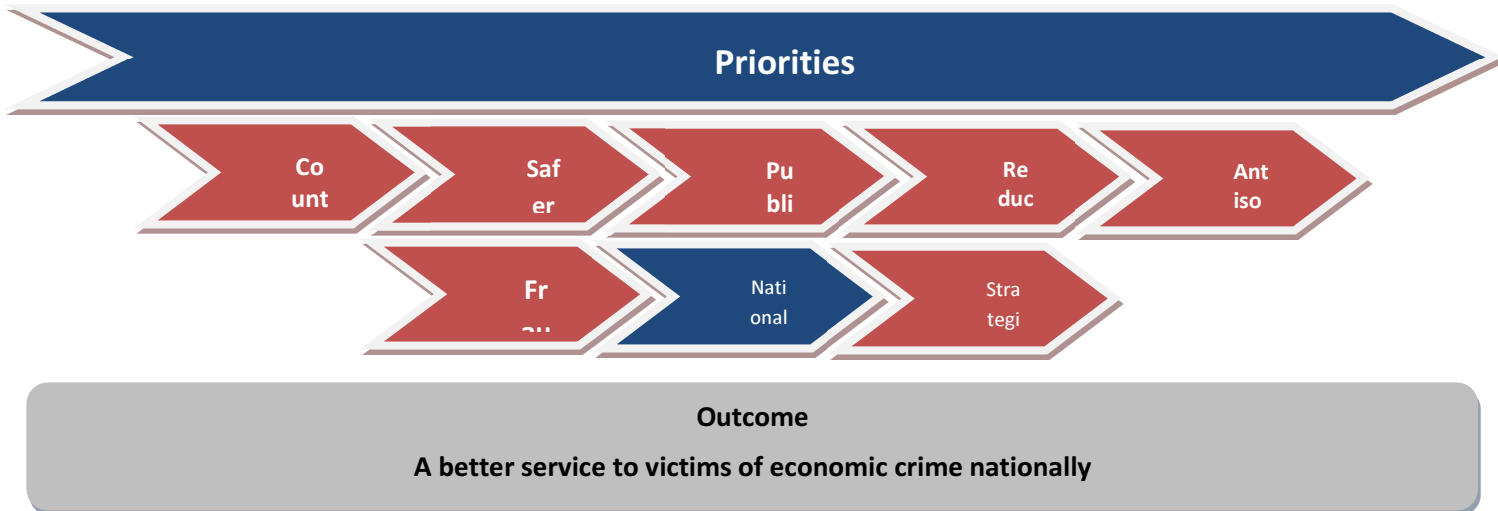
With fraud as prevalent as it is and often committed by criminals hidden behind the anonymity of the Internet, prevention and disruption of cyber-enabled fraud will be an increasing focus of our efforts over the coming years. Working with the Safer City Partnership, we will expand our fraud prevention advice to City businesses, residents and workers. We will disrupt criminals who commit fraud by helping local Trading Standards Officers to tackle rogue businesses operating in the City. We will continue to support regulators, including the Financial Conduct Authority, to help employees identify and challenge fraud and money laundering and thereby improve market ethics.

SERVICE

We will ensure that victims of fraud are encouraged to report fraud and that, once recorded, they receive a professional response including regular updates on progress with their case. We will promote more accessible ways to deliver fraud prevention advice, exploiting communication methods such as social media. We will also work closely with colleagues in the Metropolitan Police Service and British Transport Police, under a new London Regional Fraud Team approach, to mount targeted operations that address emerging threats facing community and businesses in the City and wider London Region.

Our commitment

We will bring fraudsters to justice and improve our service to victims



Our work as the *National Lead Force for Fraud* keeps us at the heart of helping the police service respond to economic crime. We play a significant role in delivering the government’s “Fighting Fraud Together” strategy and increasingly we will be supporting the National Crime Agency in their efforts to combat economic crime. We host one of the largest fraud investigation capabilities in the country which sits side by side the National Fraud Intelligence Bureau, one of the most advanced and extensive analytical systems anywhere. Our Fraud Academy is a centre of excellence that educates and up skills individuals and businesses across public and private sectors, enabling them to identify and combat fraud.

From April 2014, we will also host Action Fraud, formerly the government’s national fraud reporting facility. When combined with the National Fraud Intelligence Bureau and our work with the National Crime Agency, our approach to tackling fraud nationally will improve the quality, consistency and delivery of services provided to victims of economic crime.

ENGAGEMENT

We will adopt a collaborative approach to address individual and community priorities through prevention, enforcement and disruption activities, working closely with stakeholders and partners in the wider national and international counter fraud community, including the National Crime Agency. We will work with stakeholders and law enforcement partners to enhance national understanding of cyber-enabled economic crime and apply proactive intelligence and prevention strategies to address it. We will also engage with law enforcement internationally, building joint initiatives to protect British interests and tackle criminals overseas that target the UK.

PREVENTION

The most effective way to serve victims of economic crime is to prevent them becoming victims in the first place, which we will achieve through extensive prevention and disruption activities in collaboration with our partners. This will include strategies to safeguard potential victims of cyber-enabled economic crime.

Our Fraud Academy will provide specialist training and advice to not only improve the quality and effectiveness of fraud investigation but also assist people prevent fraud.

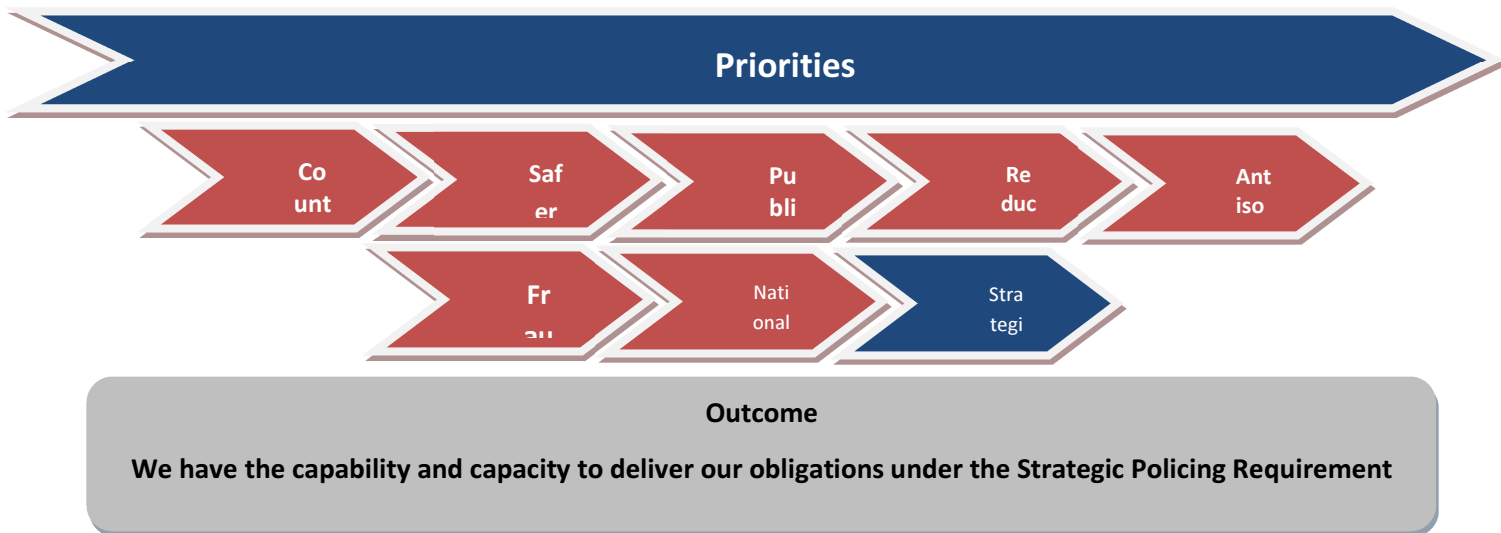
SERVICE

We will improve our service to victims of fraud nationally by:

- Influencing and supporting policy making at a national level;
- Providing a national and regional law enforcement capability to enhance national investigation capacity and quality;
- Supporting the delivery of an enhanced national intelligence picture through the National Fraud Intelligence Bureau.

Our commitment

**We will target the most harmful Organised Crime Groups involved in fraud and
Improve our service to victims**



The Strategic Policing Requirement (SPR) requires all police forces (and Police and Crime Commissioners) to ensure that they can fulfil national responsibilities for tackling criminal or terrorist threats and harms or other civil emergencies. The areas covered by the SPR have been selected because they either affect multiple police force areas or require action from multiple forces, resulting in a national response. The National Policing Requirement details the capacity, contribution, capability, consistency and connectivity required from police forces to counter the identified threats, which are outlined below. Whilst described separately, many of these threats overlap, with one major incident potentially crossing a number of threat areas. We have put in place a number of mechanisms and processes to ensure that we can fully support the Strategic and the National Policing Requirement when called upon to do so.

- Terrorism**

Terrorism is rated among the highest risks and remains an enduring threat to the UK. The ability to flex and pool resources and intelligence is crucial to the national response to the terrorist threat. We will meet all the national requirements relating to skills, knowledge and infrastructure to enable us playing a full part in our regional and national counter terrorism obligations.
- Public Order**

The primary objective of policing public order situations is to keep the peace and preserve order using the minimum force necessary. Exceptional public order demands can emerge with little notice, so forces need to retain the capability and capacity to respond effectively. We have ensured that our public order capability and capacity meets all national standards, with the appropriate numbers of skilled officers ready for deployment when required.
- Civil Emerge**

The Civil Contingencies Act 2004 places a legal responsibility on all forces to provide an appropriate response to emergencies, whether they are the result of natural disasters or intentional actions. We have in place protocols that ensure an appropriate response, individually or in collaboration with other forces and partners to incidents involving mass casualties, chemical, biological or radiological events or as first responders to a terrorist incident.
- Organis ed**

Serious and organised crime includes a range of activities, from the illegal supply of commodities, to fraud and violence committed by multi-million pound enterprises. To deliver fully our obligations in this area we have ensured that we understand the threat we face and can collaborate with other forces and partners in tackling the threat; this includes maintaining appropriate levels of skilled staff and contributing to a multi-agency intelligence capacity.
- Large-scale**

Cyber attacks cover everything from small-scale email scams to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. This is an area that is relatively undeveloped compared to other areas of policing. Nationally, forces are required to demonstrate that they possess sufficient skills, knowledge and equipment to deal with cyber incidents. We fulfil all national criteria, however, we will be working over the coming year to improve the testing of our cyber-crime capabilities.



City of London Policing Plan 2014-17

Summary of Measures for 2014-15

Counter Terrorism

To ensure at least 90% of people surveyed are confident that the City of London Police is prepared and capable of policing the terrorist threat effectively

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

Safer Roads

To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles

To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2013-14

Public Order

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

To ensure that 90% of those surveyed are satisfied with the information provided to them about pre-planned, large-scale events, and with how those events were ultimately policed

Crime Reduction

To reduce the levels of victim based violent crime compared to 2013-14

To reduce the levels of victim based acquisitive crime compared to 2013-14

To ensure that 90% of victims of crime are satisfied with the service provided by the City of London Police

[Measure to increase specific crime outcomes compared to 2013-14 levels] (*New measure*)

Antisocial Behaviour

To reduce the number of ASB incidents compared to 2013-14

To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the City of London Police

Fraud

To ensure 90% of victims of City-based fraud are satisfied with the service provided by the City of London Police

[Measure to increase specific crime outcomes with respect to City Fraud crimes] (*New measure*)

National Lead Force

To increase by 20% the number of investigators trained by the Fraud Academy compared to 2013-14 Working with the National Crime Agency, to disrupt the 5 most harmful fraud organised crime groups nationally (*New measure*)

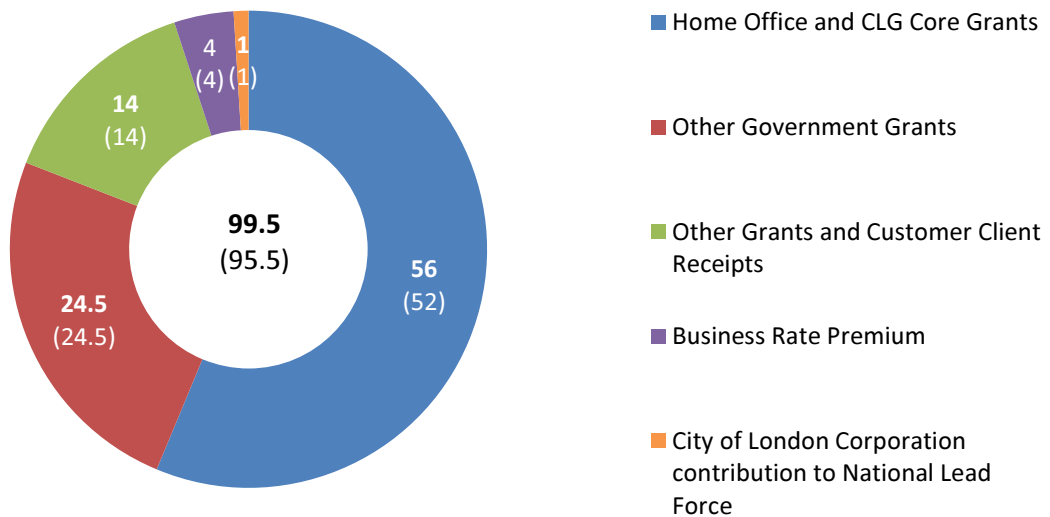
To increase the value of fraud prevented through interventions compared to 2013-14 (*new measure*)

[To improve victim satisfaction with Action Fraud compared to 2013-14 levels] (*New measure*)

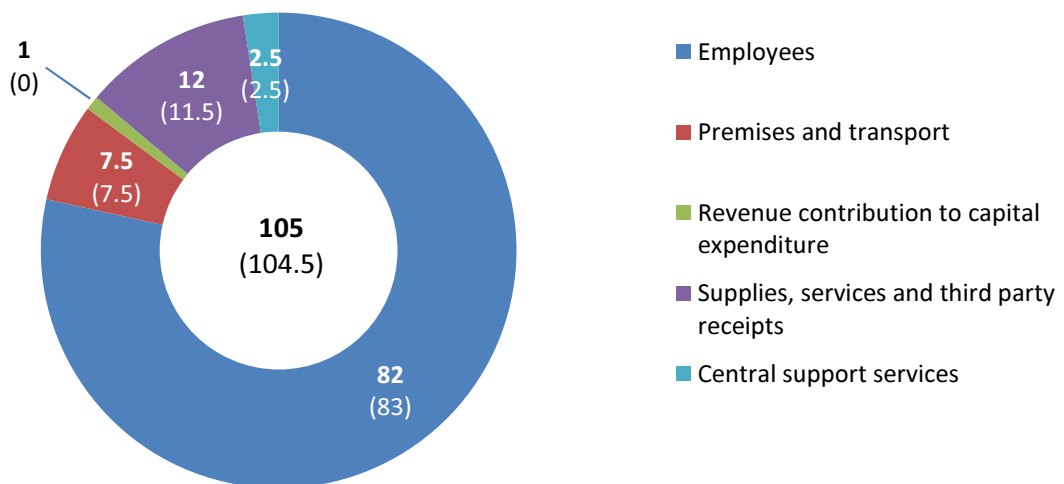


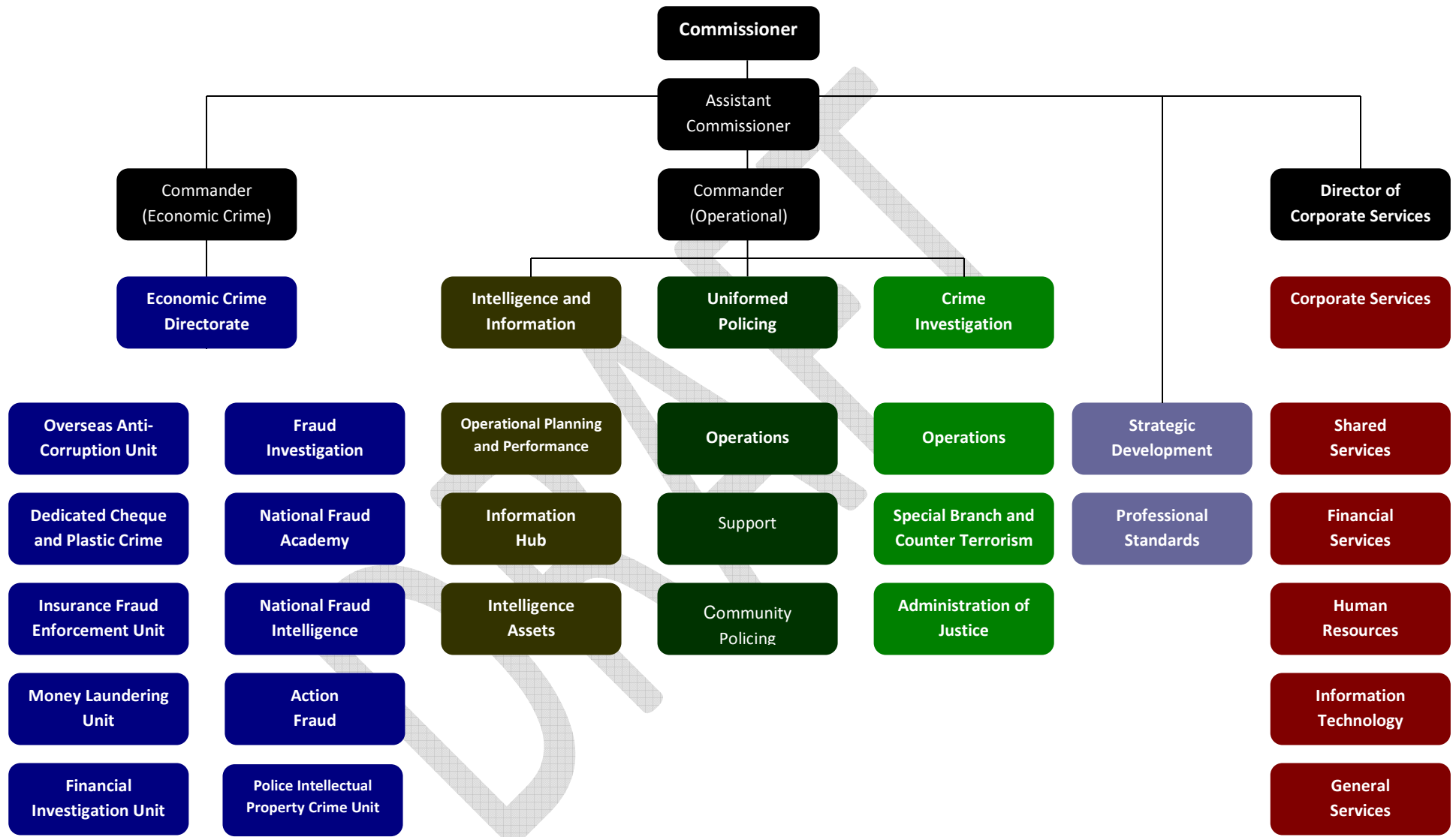
Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore, we have had to make assumptions when developing our financial strategy, including general rates of inflation, the business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

Income 2014-15 £m Projected (2016-17 in brackets)



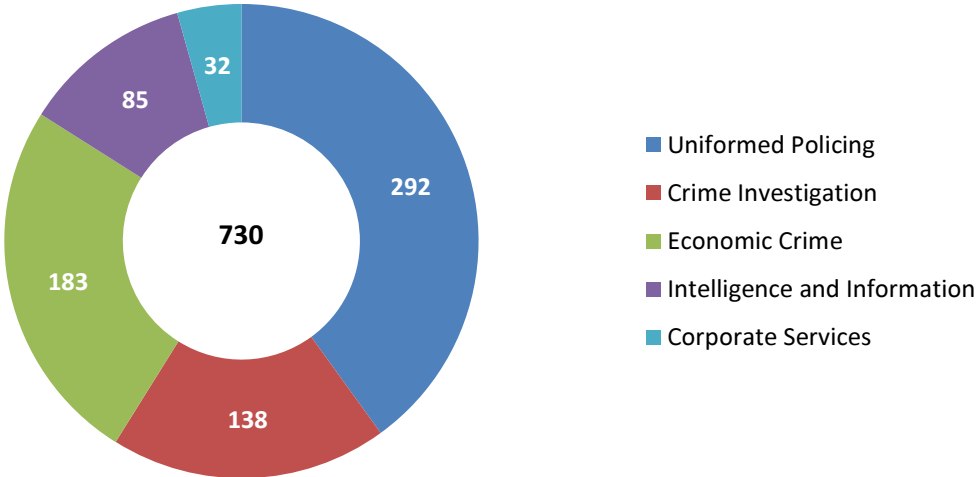
Expenditure 2014-15 £m Projected (2016-17 levels in brackets)



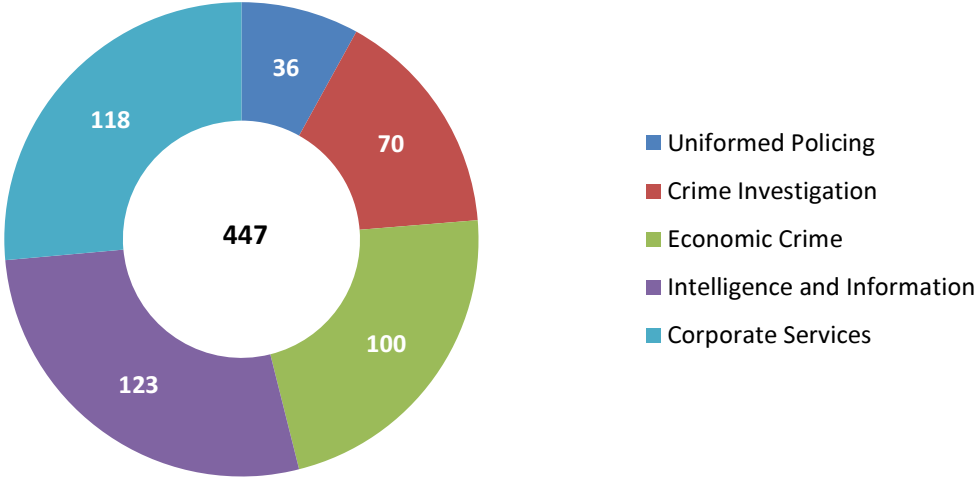


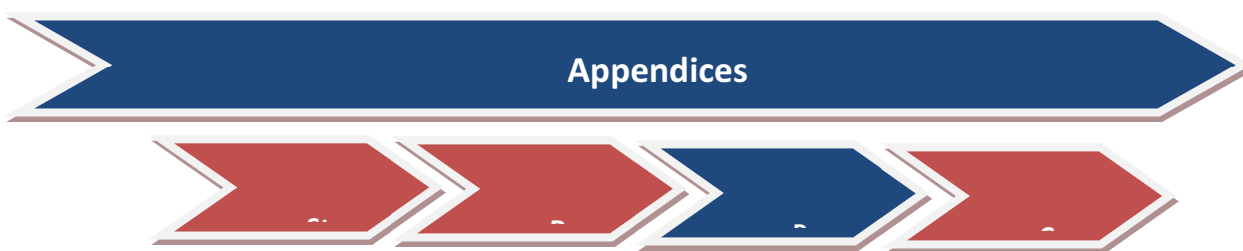
Appendices

Police Officers



Police Support Staff





There follows a summary of how we have performed against last year's policing plan targets. Performance against this plan is reported quarterly to the Police Performance and Resources Sub Committee, who perform a valuable scrutiny and challenge function for the City of London Corporation in its capacity as Police Authority. Data integrity is important to us to ensure that the information presented for scrutiny is accurate and has been recorded ethically and with due regard to all current guidance. **[NOTE data to be incorporated at end of the third quarter and updated following the end of the financial year]**

Counter Terrorism

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

Fraud

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

To disrupt the top 10 organised crime groups causing the greatest harm

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

To conduct reviews of investigations, to inform Fraud Academy training courses and best practice toolkits

Commentary to be inserted prior to publication

Public Order

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

Commentary to be inserted prior to publication

To deliver ongoing organisational improvements and development relating to public order deployments

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

Crime Reduction

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

Road Safety

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

Antisocial Behaviour

To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police

Commentary to be inserted prior to publication

To reduce the average annual number of rough sleepers in the City of London

Commentary to be inserted prior to publication

To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises

Commentary to be inserted prior to publication

To run intelligence led operations to target threats associated with the night time economy

Commentary to be inserted prior to publication

Responding to the Community

To ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job

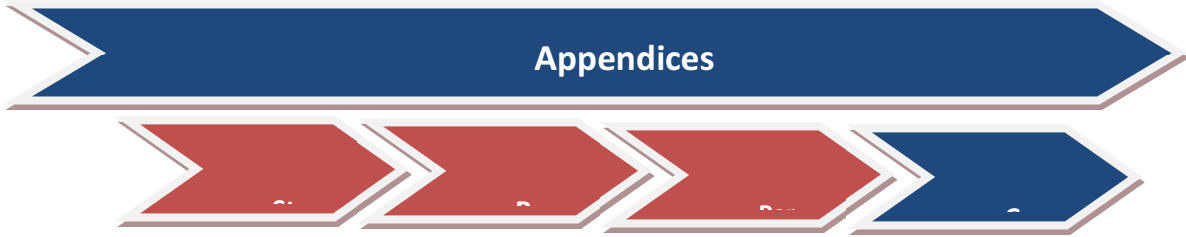
Commentary to be inserted prior to publication

To ensure at least 90% of victims of crime are satisfied with the service provided by the police

Commentary to be inserted prior to publication

To respond to at least 95% of 999 calls within the national target of 12 minutes

Commentary to be inserted prior to publication



www.cityoflondon.police.uk

General enquiries and non-emergency crime: 020 7601 2222 postmaster@cityoflondon.pnn.police.uk	Safer City Wards Policing Team: 020 7601 2452 community@cityoflondon.pnn.police.uk
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Wood Street Headquarters
37 Wood Street, London EC2P 2NQ
7.30am-7.30pm Monday to Friday

Bishopsgate Police Station 182 Bishopsgate London EC2M 4NP Open 24 hours	Snow Hill Police Station 5 Snow Hill London EC1A 2DP Open 24 hours	Economic Crime Directorate 21 New Street London EC2M 4TP
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Agenda Item 7

Committee(s): Police Finance	Date: 17 th January 2014 18 th February 2014
Subject: Revenue And Capital Budget 2014/15	Public
Joint Report of: Commissioner of Police and the Chamberlain POL 03/14	For Decision

Summary

This report updates the Committee on the latest approved revenue budget for 2013/14 and seeks approval for the proposed revenue and capital budgets for 2014/15, for subsequent submission to the Finance Committee.

In summary, the City of London Police Revenue budget is as follows:

	2013/14	2014/15	
	Latest	Original	Movement
	£m	£m	£m
Total Gross Expenditure	105.51	105.48	(0.03)
Total Gross Income	(42.18)	(41.00)	1.18
Total Net Expenditure before use of reserves	63.33	64.48	1.15
Transfer from Reserves	(0.39)	(4.12)	(3.73)
Total Net Expenditure/Cash Limit	62.94	60.36	(2.58)
Reserves			
General	(14.87)	(10.25)	4.62
Accommodation Project	-	(0.50)	(0.50)
Proceeds of Crime Act	(1.51)	(1.51)	-
Total Reserves at 31 March	(16.38)	(12.27)	4.12

Income and favourable movements are presented in brackets

The net outturn for 2013/14 is now anticipated to be £63.33m, resulting in a required transfer from Reserves of £0.39m. The original budget envisaged the need to draw some £2.1m from General Reserves, thus the overall positive net movement is £1.7m. The main reasons for this improvement are set out in paragraph 13. The original budget for 2014/15 assumes a cash limit of £60.36m a reduction of £2.58m (4.1%) from 2013/14.

In order to bring the 2014/15 budget within the cash limit of £60.36m a transfer from the general reserve of £4.12m is required. The use of

reserves for 2014/15 can be split between reserves required to fund ‘one-off’ expenditure of £1.65m and reserves required to fund ‘on-going’ annual revenue deficits of £2.47m. Paragraph 19 and Table 3 details this analysis.

After allowing for the ring-fencing of a £0.5m contribution from reserves to the Accommodation Project, the anticipated general reserve balance at 31 March 2015 is £10.25m, paragraph 23 and Table 4 details this analysis. This is an improvement of £1.74m compared to the position outlined in the Medium Term Financial Plan (MTFP) for 2013-2017 presented to the Committee’s last meeting.

The main changes between the assumptions underpinning the MTFP and the 2014/15 budget are:

- A higher than anticipated reduction to the main Police grant. The MTFP allowed for the 3.3% general cash reduction the Home Office announced in relation to overall police funding, from £57.8m in 2013/14 to £55.9m in 2014/15, but the reduction in funding is some £0.7m worse than anticipated. This is mainly due to additional top slicing to fund a number of new initiatives which reduce the amount of main Police grant available to individual forces to use at their discretion. The total cash reduction to main Police grant in 2014/15 compared to 2013/14 is £2.57m (4.5%). All forces receive the same reduction.
- In addition to the main Police grant the City Police receives many specific grants. One of these, for Dedicated Security Posts/Capital City funding, was prudently forecast to reduce from £8.5m to £5m as the City Police has been benefiting from protection measures in the distribution formula. This grant has now been confirmed at £7.8m for 2014/15 ‘*in recognition of its (the Force’s) national and international city functions*’. Whilst this compares favourably with the £3.5m reduction that had been anticipated by the Force, it does still represent a further £0.7m cash reduction to funding compared to 2013/14.

Assumptions included in the MTFP regarding a reduction in the revenue contribution to capital spend and no increase in the Business Rate Premium is unchanged in the budget.

The financial landscape beyond 2014/15 remains unclear and the Home Office is reviewing the methodology for distributing the main Police grant. Currently the Force benefits from protection measures (‘damping’) in the distribution formula and will clearly be exposed to

greater financial risk if the ‘damping’ mechanism is removed or reduced. In addition, plans to upgrade the Ring of Steel and IT improvements have yet to be agreed and therefore no provision for expenditure on these capital projects has been made.

The Force continues to work on strategic options to eliminate the ongoing annual revenue deficits and mitigate further risks by increasing revenue sources and further reducing expenditure. As agreed at your December meeting, the Force will liaise with the Chamberlain to produce a report to be brought back to the Committee in July to agree timelines to mitigate risk and balance the budget over the period of the MTFP.

Recommendations

Your Committee is requested to:

- Note the latest position of the 2013/14 budget;
- Review and approve the revenue budget for 2014/15 to ensure it reflects the Committee’s objectives and approve the budget for submission to Finance Committee; and
- Review and approve the Capital budget for 2014/15.

MAIN REPORT

BACKGROUND

1. The Comprehensive Spending Review for the period 2011 – 2014 has reduced the Force’s budget by approximately 14%¹ in cash terms. Notwithstanding driving out all available non-pay savings, given that approximately 80% of the Force budget is expended on pay related costs it was decided that the Force’s establishment of both police officers and staff would have to reduce over this period to achieve the level of savings required.
2. To implement the transformational change required the Commissioner initiated the ‘City First’ change programme.

The objectives of the programme were to:

- (i) Manage budget reductions over a four year period;
- (ii) Implement a ‘new’ Policing model in early 2012 to ensure earliest delivery of all available efficiency savings both in terms of headcount reductions and operating practices.

¹ POL 08/11 City First : City of London Police Change Programme

3. At the time of the initiation of the programme during April 2011 the budgeted establishment of police officers was 887² FTE and police staff 455³ FTE. As at 1st November 2013, the agreed City First model establishment is 731 FTE police officers and 480 police staff. While the police staff figures include growth arising from new Economic Crime funding streams, this growth does not resolve the challenge of delivering core policing functions within the City, which is reliant on the ongoing delivery of the 'City First' change programme providing greater efficiency and effective use of available resources.
4. Police staff numbers include 32 posts in areas that are currently being reviewed as part of the ongoing efficiency programme. These areas are IT, HR and General Services. (It is anticipated that in 2015/16, the FTE for police staff will fall to 470).
5. Due to Police Regulations, the reduction of the police officer complement by 156 could only be achieved by 'natural wastage' as the opportunities to make police officers redundant are extremely limited. The historical turnover rate for police officers is approximately 48 per annum, and as a result it was forecast that it would take the Force approximately 3 years to reduce police officer strength to the required establishment level.
6. Members agreed that for the remainder of the CSR period, the cost of all police officer posts above the agreed establishment would be funded by Reserves, as these were seen as 'one off' costs.
7. However, due to prudent management of the Force's budget, the Force has not been required to fully draw on its Reserves to balance its budgets to date during the current CSR period.

² POL 08/11 City First : City of Police Change Programme

³ POL 08/11 City First : City of Police Change Programme

CURRENT POSITION – REVENUE

8. Summarised below is the Force’s actual expenditure and income for the financial year 2012/13, latest budget for 2013/14 and the proposed budget for 2014/15.

Table 1: Actual and Budget Performance 2012-2015

	Actual 2012/13	Latest Budget 2013/14	Original Budget 2014/15
	£000s	£000s	£000s
EXPENDITURE	102,942	105,507	105,478
INCOME	(41,810) ¹	(42,180)	(40,999)
TOTAL NET EXPENDITURE	61,132	63,327	64,479
Cash Limits	62,597	62,937	60,363
Transfer to / (From General Reserve)	1,465	(390)	(4,116)
General Reserve b/f	13,797	15,262	14,872
General Reserve c/f²	15,262	14,872	10,756

¹ Includes a contribution of £90,000 from the POCA reserve

² The general reserve balance is before the ring-fenced Accommodation strategy amount as shown in Table 4

9. **Appendix A** provides a more detailed breakdown of the above table.

Appendix B sets out the main assumptions underpinning the budget.

Appendix C details the funding of the Force’s cash limit and other sources of income.

Appendix D – shows the breakdown of the specific grants related to the Economic Crime Directorate for 2014/15. These grants total £17.53m – this is 16.6% of the total expenditure of £105.47m. Of the £17.53m, £9.6m (54.7%) are external grants with business partners within the City of London.

Latest Approved Budget for 2013/14

10. The latest approved budget requires a transfer from reserves of some £0.4m. The original budget envisaged the need to draw some £2.1m from General Reserves, thus the overall positive net movement is £1.7m. This favourable movement of £1.7m comprises an increase of £3.4m in Government grant for Dedicated Security Posts partly offset by additional

costs mainly relating to staffing for Regional Intelligence, National Lead Force, Fraud Academy and Support Services.

Proposed Budget for 2014/15

11. In order to bring the 2014/15 budget within the cash limit of £60.36m a transfer from the general reserve of £4.12m is required. This is an improvement of £1.74m compared to the position outlined in the Medium Term Financial Plan (MTFP) for 2013-2017 presented to the Committee's last meeting.
12. The MTFP was predicated on a number of assumptions regarding the key risks to the Force's financial position. This proposed budget incorporates the assumptions included in the MTFP regarding the Business Rate Premium (no increase) and the revenue contribution to capital spend (a reduction of £0.4m), however, recent announcements have resulted in changes to grant funding which are reflected in the budget.
13. The changes in grant funding since the MTFP was considered by the Committee relate to the Dedicated Security Posts/Capital City grant and the main Police grant.
14. Dedicated Security Posts/Capital City funding, was prudently forecast to reduce from £8.5m to £5m as the City Police has been benefiting from protection measures in the distribution formula. This grant has now been confirmed at £7.8m for 2014/15 'in recognition of its national and international city functions'. Whilst this compares favourably with the £3.5m reduction that had been anticipated by the Force, it does still represent a £0.7m cash reduction compared to 2013/14.

Table 2: DSP/Capital City Grants

	2012/13 Actual £000	2013/14 Budget £000	2014/15 Budget £000
DSP (main element)	8,079	4,774	4,961
DSP (damping)	-	3,178	-
Capital City	-	-	2,450
Explosive Ordnance Disposal (EOD)	400	400	300
Prevent	77	120	110
	8,556	8,472	7,821

15. In relation to the main Police grant the MTFP allowed for the 3.3% general cash reduction the Home Office announced in relation to overall police funding but the reduction in funding announced in the provisional settlement is some £0.7m worse than anticipated. This is mainly due to additional top slicing to fund a number of new initiatives. These initiatives include: the setting up a Police Innovation Fund (£50m), additional funding for the Independent Police Complaints Commission (£18m), National Police Co-ordination Centre (£2m), the College of Policing (£3m), the City Police Capital City Grant (£2m) and the new ‘Her Majesty’s Inspectorate of Constabulary’ inspection programme (£9.4m). These top-slices reduce the amount of main Police grant available to individual forces to use at their discretion. The total cash reduction to the Force’s main Police grant in 2014/15 compared to 2013/14 is £2.57m (4.5%) - from £57.8m to £55.2m. All forces will receive the same percentage reduction.

USE OF RESERVES

16. Table 3 shows the analysis of the 2014/15 budget shortfall of £4.12m which is funded by a transfer from reserves. It includes the following ‘one off’ items:
- a. a revenue contribution of £1m in 2014/15 towards the funding of the capital programme;
 - b. the costs of police officer posts above the agreed establishment from Reserves of £0.65m.

Table 3: Analysis of 2014/15 Deficit

	£m	£m
Spends agreed to be funded from Reserves:		
Capital Spend	1.00	
One-off costs of Supernumerary Officers		
2014/15 Budget Officers 740		
2013/14 forecast Officers 730		
Difference of 10 at an average cost of £65,000	0.65	
One-off Spends		1.65
Underlying Revenue Deficit - to be funded from Reserves		<u>2.47</u>
2014/15 Budget Deficit		<u><u>4.12</u></u>

A similar analysis to determine one-off costs as distinct from the underlying deficit has been undertaken for the financial years 2015/16 and 2016/17 as reported in the Medium term Financial Plan 2012-2017

17. Excluding the ‘one off’ costs, the underlying budget deficit is £2.47m.
18. When the City First financial model was originally prepared, it was envisaged that during the course of the CSR period the Business Rate Premium would increase from 0.4p to 0.5p in the £. The value of such an increase is approximately £1.4m. This increase was not agreed for 2014/15.
19. In addition to the expenditure items identified above in Table 3, which are funded from reserves, the Force has also committed to contribute £1.0m, phased in equal instalments over two years commencing in 2014/15, from reserves towards the Accommodation Strategy.
20. Below is a table which shows the proposed ring-fencing of Reserves for this purpose in 2014/15:

Table 4: Ring-fenced Use of Reserves

	2013/14 Latest		2014/15 Budget	
	£m	£m	£m	£m
Opening Balance		(15.26)		(14.87)
Deficit per Table 3	0.39		4.12	
Ring-Fence: Accommodation Strategy			0.50	
Closing Balance		(14.87)		(10.25)

CURRENT POSITION - CAPITAL

21. The proposed Capital Programme for financial year 2014/15 is shown at **Appendix E**.
22. This Capital Programme is monitored by a Board chaired by the Assistant Commissioner. Due to the straitened position of the Force, the capital budget has been constrained so as to reduce the supplement from the revenue budget from £1.4m in 2013/14 to £1.0m in 2014/15. However, the Force will continue to monitor the position.
23. The Force's financial commitments to upgrade the Ring of Steel, implement IT Improvements and Project Athena have yet to be determined and provided for in the above budget, but these areas will need to be funded.

THE FUTURE

24. The financial landscape from 2015/16 remains unclear, albeit that a continued reduction in the level of available resources is predicted.
25. The Home Office is reviewing the distribution methodology for the main Police grant. Currently the Force benefits from protection measures ('damping') in the distribution formula and will clearly be exposed to greater financial risk if the 'damping' mechanism is removed or reduced.

CONCLUSION

26. The Force continues to face significant financial challenges beyond the existing CSR period.
27. Current plans indicate that the Force will be able to contain the budget for 2014/15 but with a large supplement from General Reserves. Clearly this is not sustainable over the medium term. To address the forecast budget gap in the period 2014/15 and beyond, the Force is already undertaking a number of initiatives:
 - Continuing to implement a reduced headcount operational policing model
 - Development of the Fraud Academy to generate income.
 - Reducing premises' costs following implementation of the Force Accommodation Strategy.
 - Pursuing external funding opportunities for Economic Crime.
 - Securing procurement savings.

28. As agreed by the Committee in December the Commissioner will liaise with the Chamberlain to produce a report to be brought back to the Committee in July to agree timelines to mitigate risk and balance the budget over the remaining period of the current MTFP (2013-17).

Background Papers:

Pol 59/13 Medium Term Financial Plan 2013-2017

Appendices

Appendix A: Income & Expenditure Actual and Budgets

Appendix B: Budget Assumptions

Appendix C: Income & Grants Schedule

Appendix D: ECD Grants 2014/15

Appendix E: Capital Programme

Contact:

City of London Police

Eric Nisbett

Director of Corporate Services

0207 601 2202

Eric.nisbett@cityoflondon.pnn.police.uk

City of London Corporation

Chamberlain

Stephen Telling

Chief Accountant

0207 332 1381

steve.telling@cityoflondon.gov.uk

Income & Expenditure Actual and Budgets

Appendix A

	2012/13 Actual	2013/14 Latest Budget	2014/15 Original Budget
Employees	83,953	82,615	82,284
Premises	4,141	4,365	4,906
Transport	2,111	2,168	2,431
Supplies and Services	9,272	11,128	11,131
Third Party Payments	810	1,181	1,171
Transfer Payments	1	0	0
Revenue Contribution to Capital Expenditure	0	1,393	1,000
Central Support Services	2,654	2,657	2,555
Total Expenditure	102,942	105,507	105,478
Government Grants	(30,486)	(28,868)	(26,808)
Other Grants	(8,857)	(9,881)	(11,807)
Customer Client Receipts	(2,377)	(3,431)	(2,374)
Total Income	(41,720)	(42,180)	(40,999)
Total Net Expenditure	61,222	63,327	64,479
Cash Limit:			
Home Office Core Grant	30,208	20,608	19,715
CLG Core Grant	27,250	37,190	35,509
Business Rate Premium - General	4,139	4,139	4,139
Business Rate Premium - NLF	1,000	1,000	1,000
Total Cash Limit	62,597	62,937	60,363
(Surplus)/Deficit transferred to reserves	(1,375)	390	4,116
Reserves			
General Reserve B/F	(13,797)	(15,262)	(14,872)
Transfer to/(from) revenue in year ringfenced for accommodation project	(1,465) 0	390 0	4,116 500
General Reserve C/F	(15,262)	(14,872)	(10,256)
Accommodation project	0	0	(500)
POCA Reserve B/F	(1,600)	(1,510)	(1,510)
Transfer to/(from) revenue in year	90	0	0
POCA Reserve C/F	(1,510)	(1,510)	(1,510)

Income and favourable balances are presented in brackets

Table 4: Budget Assumptions

	Latest Approved Budget 2013/14	Original Budget 2014/15
Budgeted Police Officer FTE as at 1 April	728.28	740
Police Officer Vacancy Factor £m	1.6	0
Budgeted Civilian Staff FTE as at 1 April	458.1	480
Civilian Staff Vacancy Factor £m	0	0.25
Pay Inflation	1%	1%
Non-pay Inflation	n/a	1.9%
Revenue Supplement to Capital Programme £m	1.4	1.0
Dedicated Security Posts/ Capital City Funding £m	8.5	7.8
Police Formula Grant £m	57.8	55.2
Business Rate Premium £m	5.1	5.1

Appendix C

Budget Grant & Income Schedule

Core Grants	2013/14 Latest £000's	2014/15 Budget £000's	Variance (Better)/Worse
Home Office	(20,608)	(19,715)	893
Communities & Local Government	(37,190)	(35,509)	1,681
Business Rate Premium - General	(4,139)	(4,139)	0
Business Rate Premium - NLF	(1,000)	(1,000)	0
	(62,937)	(60,363)	2,574
Specific Grants			
NLF	(2,805)	(2,853)	(48)
NFIB	(5,180)	(4,756)	424
NFC	(1,079)	-	1,079
NFC RFT	-	(333)	(333)
	(9,064)	(7,942)	1,122
External Grants			
DCPCU	(2,287)	(2,422)	(135)
IFED	(2,656)	2,919)	(263)
OACU	(1,084)	(1,270)	(186)
PIPCU	(804)	(1,186)	(382)
Op Hypae	(51)	(68)	(17)
Op Sandpiper	(227)	(203)	24
Fraud Academy	(497)	(1,523)	(1,026)
	(7,606)	(9,591)	(1,985)
Capital City/DSP			
DSP	(4,774)	(4,961)	(187)
Damping	(3,178)	-	3,178
Capital City	-	(2,450)	(2,450)
EOD	(400)	(300)	100
Prevent	(120)	(110)	10
	(8,472)	(7,821)	651
Safer Transport	(1,195)	(1,200)	(5)
Others	(3,418)	(2,084)	1,334
Police Pension	(11,345)	(11,345)	0
Secondments	(1,080)	(1,016)	64
	(17,038)	(15,645)	1,393
	(105,117)	(101,362)	3,755

Appendix D

Summary of ECD Grant Income 2014/15

Funding Position	Directorate	Funding Stream	Grant Amount £	
Bid agreed but no formal documents yet	ECD	National Lead Force	(2,852,546)	16%
Bid agreed but no formal documents yet	ECD	National Cyber Security Programme/National Fraud Intelligence Bureau	(4,756,434)	27%
Confirmed	ECD	RFT	(332,692)	2%
Self-funding	ECD	Fraud Academy - external	(1,523,649)	9%
Confirmed	ECD	DCPCU - external	(2,422,200)	14%
Confirmed	ECD	IFED - external	(2,919,000)	17%
Confirmed	ECD	PIPCU - external	(1,186,000)	7%
Confirmed	ECD	OACU - external	(1,270,000)	7%
Confirmed	ECD	Op Hypae - external	(67,582)	0%
Confirmed	ECD	DCPCU - Op Sandpiper - external	(203,000)	1%
		Total	(17,533,103)	

These grants are included in the Total Income of £38.59m in Appendix A
 The ECD Grant of £17.53m is 16.6% of the Total Expenditure of £105.5m
 External ECD Grants equate to £9.6m - 54.7% of the total
 £17.53m

Project	Latest Budget 2013/14	Budget 2014/15
	£000	£000
Expenditure		
Vehicle Replacement Programme	335	314
Crime Recording and Intelligence System		354
Digital Interview Recording	9	
Ring of Steel		232
Ring of Steel ANPR Back Office Upgrade	152	
Ring of Steel In Car ANPR	257	
Ring of Steel Mobile ANPR	58	
IT Infrastructure Refresh	4	
Corporate Website Re-development	63	
SSU - replacement and new technical equipment	4	
East Coast Information Services Consortium		
City Corporation HR System	65	
City Private Fibre Network		
Airwave Upgrade to Liverpool Street Station	50	
Joint control room	42	
Mobile Working		100
Microsoft Enterprise Agreement	855	
EROS2	63	
ACESO Digital Forensic Phase 1	70	
ACESO Digital Forensic Phase 2	80	
Ops Planning	60	
HR Hardware Refresh	100	
KnowFraud	484	
Action Fraud		
IT Infrastructure Upgrades		900
Total Expenditure	2,751	1,900
Funded by		
HO Capital Grant	(839)	(900)
HO Capital Grant brought forward	(519)	0
NPIA Grant re NSPIS Custody and Case Prep Upgrade	0	0
Capital Receipts	0	0
Revenue contributions	(1,393)	(1,000)
Total Income	(2,751)	(1,900)

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Agenda Item 11a

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Agenda Item 12

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