



Police Committee

Date: WEDNESDAY, 20 MAY 2015
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Henry Pollard (Chairman)
Deputy Douglas Barrow (Deputy Chairman)
Mark Boleat
Simon Duckworth
Lucy Frew
Alderman Alison Gowman
Alderman Ian Luder
Vivienne Littlechild
Deputy Joyce Nash
Deputy Richard Regan
Deputy James Thomson

For West Ham Park Business

Helen Marshall -
Don Randall -

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Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio video recording

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. APPOINTMENT OF COMMITTEE

To receive the Order of the Court of Common Council, appointing the Committee and approving its Terms of Reference.

(Pages 1 - 2)

4. ELECTION OF CHAIRMAN

To elect a Chairman for the ensuing year in accordance with Standing Order 29.

5. ELECTION OF DEPUTY CHAIRMAN

To elect a Deputy Chairman for the ensuing year in accordance with Standing Order 30.

6. MINUTES

For Decision

a) RESOLVED - That the minutes of the meeting held on 26 March 2015 be approved. (Pages 3 - 8)

b) RESOLVED - That the draft minutes of the Professional Standards and Integrity Sub (Police) Committee held on 6 February 2015 be received. (Pages 9 - 12)

c) RESOLVED - That the draft minutes of the Performance and Resource Management Sub (Police) Committee held on 18 March 2015 be received. (Pages 13 - 16)

7. OUTSTANDING REFERENCES

To receive the list of Outstanding References.

For Information

(Pages 17 - 18)

8. APPOINTMENT OF REPRESENTATIVES TO THE SUB COMMITTEE

Report of the Town Clerk.

(Pages 19 - 24)

- 9. ATTENDANCE AT SUB COMMITTEE MEETINGS**
Report of the Town Clerk.
(Pages 25 - 28)
- 10. SPECIAL INTEREST AREA SCHEME 2015/16**
Joint report of the Town Clerk and Commissioner of Police.
- 11. INDEPENDENT CUSTODY VISITING SCHEME ANNUAL REPORT**
Report of the Town Clerk.
(Pages 29 - 42)
- 12. STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**
- a) Community Engagement Update (Pages 43 - 56)
Report of the Commissioner of Police.
 - b) Equality Diversity and Human Rights (EDHR) Update (Pages 57 - 62)
Report of the Commissioner of Police.
 - c) Any Other Special Interest Area Updates
- 13. NATIONAL LEAD FORCE STRATEGIC DOCUMENTS**
Report of the Commissioner of Police.
(Pages 63 - 118)
- 14. CITY OF LONDON POLICE ANNUAL REPORT 2014-15**
Report of the Commissioner of Police.
(Pages 119 - 168)
- 15. PUBLIC SECTOR PENSIONS REFORM**
Report of the Chambelain.
(Pages 169 - 174)
- 16. POLICE ICT COMPANY**
Report of the Chief Information Officer.
(Pages 175 - 182)
- 17. SERIOUS CRIME ACT**

Report of the City Remembrancer.

(Pages 183 - 186)

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

19. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

20. 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

21. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held

For Decision

- a) RESOLVED - That the the non-public minutes of the meeting held on 26 March 2015 be approved. (Pages 187 - 188)
- b) RESOLVED - That the draft minutes of the Professional Standards and Integrity (Police) Sub Committee held on 6 February 2015 be received. (Pages 189 - 192)

22. REPORT ON ACTION TAKEN

Report of the Town Clerk.

(Pages 193 - 194)

23. CITY OF LONDON POLICE- FUTURE OF THE MOUNTED BRANCH

Report of the Commissioner of Police.

(Pages 195 - 200)

24. LEADERSHIP DEVELOPMENT PROGRAMME

Report of the Commissioner of Police.

(Pages 201 - 228)

25. GB GROUP CONTRACT AND WAIVER OF PROCUREMENT REGULATIONS

Report of the Commissioner of Police.

(Pages 229 - 232)

26. NHS COMMISSIONING OF HEALTHCARE IN POLICE CUSTODY UPDATE

Report of the Commissioner of Police.

(Pages 233 - 238)

27. SALE OF BERNARD MORGAN HOUSE, 43 GOLDEN LANE, LONDON EC1Y 0RS

Report of the City Surveyor.

(Pages 239 - 244)

28. COMMISSIONER'S UPDATES

Commissioner to be heard.

For Information

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

30. 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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YARROW, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016.
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POLICE COMMITTEE

1. Constitution

A non-ward committee consisting of:

- 11 Members elected by the Court of Common Council including:
 - a minimum of one Member who has fewer than five years' service on the Court at the time of his/her appointment; and,
 - a minimum of two Members whose primary residence is in the City of London;
- 2 external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Committee Membership Scheme

2. Quorum

The quorum consists of any five Members.

3. Membership 2015/16

- 14 (4) Simon D'Olier Duckworth, O.B.E., D.L.
- 14 (4) Ian David Luder, J.P., Alderman
- 10 (4) Joyce Carruthers Nash, O.B.E., Deputy
- 7 (3) Alison Jane Gowman, Alderman
- 4 (3) Vivienne Littlechild, J.P.
- 2 (2) Lucy Roseanne Frew
- 7 (2) Richard David Regan, O.B.E., Deputy
- 6 (1) Douglas Barrow, Deputy
- 11 (1) Mark John Boleat *for three years*
- 10 (1) James Henry George Pollard
- 1 (1) James Michael Douglas Thomson, Deputy

Together with two non-City of London Corporation Members:-

Don Randall, M.B.E. (*appointed for a two year term to expire in May 2015*)

Helen Marshall (*appointed for a four year term to expire in May 2017*)

4. Terms of Reference

To be responsible for:-

- (a) securing an efficient and effective police service in both the City of London and nationally, and, where so designated by the Home Office, nationally, and holding the Commissioner to account for the exercise of his/her functions and those persons under his/her direction and control;
- (b) agreeing, each year, the objectives in the Policing Plan, which shall have regard to the views of local people, the views of the Commissioner and the Strategic Policing Requirement;
- (c) any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, the Police and Criminal Evidence Act 1984, the Police Acts 1996 (as amended) and 1997, the Criminal Justice and Police Act 2001, the Police Reform Act 2002, the Police Reform and Social Responsibility Act 2011 and any other Act or Acts, Statutory Instruments, Orders in Council, Rules or byelaws etc. from time to time in force, save the appointment of the Commissioner of Police which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council;
- (d) making recommendations to the Court of Common Council regarding the appointment of the Commissioner of the City of London Police;
- (e) the handling of complaints and the maintenance of standards across the Force;
- (f) monitoring of performance against the City of London Policing Plan;
- (g) appointing such sub-committees as are considered necessary for the better performance of its duties including an Economic Crime Board, a Performance and Resource Management Sub Committee and a Professional Standards and Integrity Sub Committee.

BARRADELL.

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POLICE COMMITTEE **Thursday, 26 March 2015**

Minutes of the meeting of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 26 March 2015 at 11.00 am

Present

Members:

Henry Pollard (Chairman)
Deputy Douglas Barrow (Deputy Chairman)
Mark Boleat
Lucy Frew
Alderman Alison Gowman
Vivienne Littlechild
Helen Marshall
Deputy Joyce Nash

Officers:

James Goodsell	Policy Officer
Katie Odling	Town Clerk's Department
Richard Jeffrey	Comptrollers and City Solicitor's Department
Suzanne Jones	Chamberlain's Department
Doug Wilkinson	Department of the Built Environment

City of London Police:

Ian Dyson	Assistant Commissioner
Hayley Williams	Chief of Staff
Stephen Head	Commander, Economic Crime
Eric Nisbett	Director of Corporate Services

1. APOLOGIES

Apologies for absence were received from Simon Duckworth, Alderman Ian Luder. Deputy Regan, the Commissioner of Police and Commander Wayne Chance.

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

Alderman Alison Gowman and Vivienne Littlechild declared a non-pecuniary interest in respect of item 6 as residents of the Barbican.

3. MINUTES

RESOLVED – That the minutes of the meeting held on 26 February 2015 be approved.

4. OUTSTANDING REFERENCES

The Committee noted the list of Outstanding References.

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

The Deputy Chairman commended the successful arrangements for the service of commemoration to mark the end of military combat operations in Afghanistan which took place at St Paul's Cathedral on Friday 13 March 2015

6. **TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk which sought approval of the Terms of Reference.

The Committee noted the issue of inquorate Sub Committee meetings and agreed to amend the Membership of the Professional Standards and Integrity Sub Committee, the Performance and Resources Management Sub Committee and the Economic Crime Board to include the Chairman and Deputy Chairman as ex-officio Members.

The Chairman emphasised the expectation that Members attend those meetings they were appointed to serve on.

RESOLVED – That,

- a) the Terms of Reference of the Committee be approved and submitted to the Court of Common Council;
- b) the Membership of the Professional Standards and Integrity Sub Committee, the Performance and Resources Management Sub Committee and the Economic Crime Board be amendment to include the following –
 - *Chairman and Deputy Chairman (ex-officio Members)*
- c) a report be submitted to the meeting on 20 May 2015 regarding attendance at Sub Committee meetings.

7. **BARBICAN AREA CCTV**

The Committee considered a report of the Town Clerk (Assistant Director, Safer City Partnership) which set out the proposals to install an additional 24 cameras to improve the CCTV coverage of the public walkways and the area around the Barbican Estate including Golden Lane.

Members noted that any bid for POCA funding would be given consideration at the next Police POCA Board. The Assistant Director, Street Scene, Strategy & Safer City Partnership agreed to amend the wording in the Recommendations of the report to reflect this prior to its submission to the other Committees listed.

The Committee discussed the ongoing maintenance costs of the any system and it was confirmed that this would be given consideration as part of the implementation of both this project and Ring of Steel. .

With regard to the technical challenges, consideration would be given to these as the project developed, taking into account the make-up and fabrication of the Barbican estate.

RESOLVED – That the following be noted,

- a) the proposed installation of additional CCTV as set out in the report subject to decision on a POCA bid;
- b) the project will be delivered through the Corporate Project Gateway process; and
- c) the project would become part of the Ring of Steel upgrade project to ensure it was integrated into the City of London Police CCTV system and could be accessed by the City of London Corporation.

8. BUDGET MONITORING REPORT

The Committee received a report of the Commissioner of Police regarding the 2014/2015 Budget Monitoring for the period ending January 2015.

RESOLVED – That the report be noted.

9. POLICING PLAN MEASURES - 2015/2016

The Committee considered a report of the Commissioner of Police which presented the amended Policing measures for 2015/2016, together with an indication of how they would be reported against.

Measure 4 – Priority: Safer Roads – The number of disposals from manned enforcement activities

The Assistant Commissioner circulated a proposed replacement measure. The new measure, which has been considered and approved by the Force's Performance Management Group, supported the City of London's casualty reduction target much more directly than the ANPR measure it replaced.

RESOLVED – That the measures for use of 2015-2016 be approved.

10. NATIONAL POLICE CO-ORDINATION CENTRE S22A COLLABORATION AGREEMENT

The Committee considered a report of the Commissioner of Police in relation to the National Police Co-ordination Centre S22A Collaboration Agreement.

RESOLVED – That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Police Committee, to endorse the final version Section 22A Collaboration Agreement with the NoPCC, subject to the negotiation of suitable terms and final signoff by the Comptroller and City Solicitor.

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

In response to a question, the Assistant Commissioner provided assurance that the Force would be active in responding to the recommendations within the report of the IPCC concerning the death of Mark Duggan when it was published.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

On behalf of the Committee and the Force, the Chairman expressed thanks to Keith Knowles who had recently retired from the Court. Mr Knowles served 21

years on the Police Committee and had been instrumental in the success of the accommodation project.

Further thanks and gratitude were expressed to Don Randall. Mr Randall joined as an external Member in 2009 and has served six years on the Police Committee. The Chairman expressed thanks to Mr Randall for his invaluable contributions to the work of the Police Committee.

13. EXCLUSION OF THE PUBLIC

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

14. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 26 February 2015 be approved.

15. BERNARD MORGAN HOUSE - REIMBURSEMENT OF CHARGES

The Committee considered a report of the Commissioner of Police concerning the reimbursement of charges to Guests at Bernard Morgan House.

16. CITY OF LONDON POLICE (COLP) COMPUTER REFRESH PROJECT

The Committee considered a report of the Commissioner of Police regarding the Computer Refresh Project.

17. REPORT ON ACTION TAKEN

The Town Clerk reported on decisions taken under Urgency procedures in relation to -

- Police Ring of Steel - Compliance and Stabilisation Project – Gateway 5 – Authority to Start work
- NPCC Collaboration Agreement

RESOLVED – That the report be noted.

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 12.30 pm

Chairman

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PROFESSIONAL STANDARDS AND INTEGRITY SUB (POLICE) COMMITTEE Friday, 6 February 2015

Minutes of the meeting of the Professional Standards and Integrity Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 6 February 2015 at 11.30 am

Present

Members:

Deputy Joyce Nash (Chairman)
Alderman Alison Gowman
Vivienne Littlechild
Helen Marshall
Deputy Richard Regan
Dhruv Patel

Officers:

Katie Odling
James Goodsell

Town Clerk's Department
Policy Officer

City of London Police

Ian Dyson
Martin Kapp

Assistant Commissioner
Superintendent, Professional Standards
Directorate

1. APOLOGIES

There were no apologies for absence.

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

There were no declarations of interest.

3. MINUTES

RESOLVED – That the minutes of the meeting held on 21 November 2014, be approved.

4. HMIC REPORT - POLICE INTEGRITY AND CORRUPTION

The Committee received a report of the Commissioner of Police which provided an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) inspection report "Police Integrity and Corruption", published on 27 November 2014.

The Sub Committee referred to the 'Inspecting policing in the public interest' report and it was agreed that Assistant Commissioner would provide information to Members regarding the comments/observations/trends coming out of the report.

Counter Corruption Unit – Members noted that the Force had recognised there were insufficient resources within the counter-corruption unit (CCU) to deal effectively with the flow of intelligence. The Force has therefore instigated a modernisation programme which hoped to improve the CCU's capacity and capability in this area.

'Safe Call' – Members were informed that the software for this operation had been identified; however, a technical process needed to be established to ensure it was appropriate.

RESOLVED – That the report be noted.

5. **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.

6. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 21 November 2014, be approved.

7. **STANDING ITEM ON PROFESSIONAL STANDARDS ACTIVITY**

7.1 **Statistical Information (for the period 1 October - 31 December 2014)**

The Sub Committee received a report of the Commissioner of Police setting out statistical information on current and finalised cases handled by the Professional Standards Directorate.

7.2 **Summary of Cases**

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

7.3 **Misconduct Hearings**

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

7.4 **Misconduct meetings (NIL)**

The Sub Committee noted there were no misconduct meetings to be dealt with during this period.

7.5 **Conduct and Complaint Cases - Case to Answer**

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

7.6 Conduct and Complaint Cases - No Case to Answer

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

7.7 Conduct and Complaint Cases - Local Resolution

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

7.8 Conduct and Complaint Cases - Discontinuance, Withdrawn, Dispensation (NIL)

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

8. IPPC POLICE COMPLAINTS INFORMATION BULLETIN

The Sub Committee received a report of the Commissioner of Police which contained the statistics prepared by the Independent Police Complaints Commission for the reporting period 1 April 2014 – 30 September 2014.

9. INTEGRITY DASHBOARD

The Sub Committee received a report of the Assistant Commissioner regarding the position in relation to Integrity.

10. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

11. ANY NON-PUBLIC BUSINESS THE CHAIRMAN CONSIDERS URGENT

The Assistant Commissioner reported on an outstanding investigation.

The meeting ended at 12.30 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE **Wednesday, 18 March 2015**

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 18 March 2015 at 11.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman

Officers:

Alex Orme	Town Clerk's Department
Katie Odling	Town Clerk's Department
Neil Davies	Town Clerk's Department
Suzanne Jones	Chamberlain's Department
Chris Harris	Chamberlain's Department
Ian Dyson	Assistant Commissioner
Hayley Williams	Chief of Staff
Stuart Phoenix	Head of Strategic Development

1. APOLOGIES

Apologies for absence were received from Deputy Keith Knowles, Kenneth Ludlam and Don Randall.

The Town Clerk advised the Sub-Committee that the meeting was inquorate and therefore any decisions would have to be ratified at the next quorate meeting of the Sub-Committee.

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

There were no declarations of interest.

3. MINUTES

The minutes of the meeting held on 4 December 2014 were received.

4. OUTSTANDING REFERENCES

The list of outstanding references was noted.

5. COLLABORATIVE SERVICES (CITY OF LONDON CORPORATION AND THE CITY OF LONDON POLICE)

The Sub Committee received a report of the Commissioner of Police which provided an overview into the four key themes of collaboration between the City Police and the City Corporation going forward.

The four key work streams were as follows –

- Customer Services
- Community Safety
- Joint Contact and Control Room (JCCR)
- Ring of Steel

The Chairman commended the successful arrangements for the service of commemoration to mark the end of military combat operations in Afghanistan which took place at St Paul's Cathedral on Friday 13 March 2015.

With regards to the Joint Contact and Control Room (JCCR) it was not clear at this stage where this would be located. Officers were considering options with a view to ensuring that space was being utilised and the correct facilities were available for a crisis.

Members noted that each of the key themes was at a different stage of development, and quality improvement and efficiency savings would only become quantifiable as the projects evolved.

Those present noted the contents of the report.

6. POLICING PLAN MEASURES 2015-16

The Sub Committee received a report of the Commissioner of Police relating to the Policing Plan measures for 2015/16. This report would be submitted to the Grand Committee on 26 March 2015 for approval so as not to delay a decision until the subsequent meeting of the Sub Committee.

Measure 4 – ANPR activations – Members were informed that a replacement measure would be circulated at the Police Committee on 26 March 2015. The new measure would support the City of London's casualty reduction target much more directly than the current ANPR measure.

Those Members present noted the contents of the report.

7. HMIC INSPECTION UPDATE

The Sub Committee received a report of the Commissioner of Police which provided an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports.

The Assistant Commissioner reported that in some instances the status of the progress against the outstanding HMIC recommendations was not reflective of the most up to date position owing to the need to submit papers in advance of the meeting and therefore these would be updated for the next meeting.

Those present noted the contents of the report.

8. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17 FOR THE PERIOD 1ST APRIL 2014 – 31ST DECEMBER 2014**

The Sub Committee received a report of the Assistant Commissioner which summarised the performance against targets in the Policing Plan 2014 – 2017 for the period 1 April 2014 – 31 December 2014.

The Assistant Commissioner agreed to contact Transport for London to attempt to obtain information relating to the increase in cyclists numbers which might be included in the year-end review if the data is available.

Those present noted the contents of the report.

8. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2014-17 FOR THE PERIOD 1ST APRIL 2014 – 31ST DECEMBER 2014**

The Sub Committee received a report of the Assistant Commissioner which summarised the performance against targets in the Policing Plan 2014 – 2017 for the period 1 April 2014 – 31 December 2014.

The Assistant Commissioner agreed to contact Transport for London to obtain information relating to the increase in cyclists which could be included in the year-end review.

Those present noted the contents of the report.

9. **PUBLIC PERCEPTION SURVEY UPDATE**

The Sub Committee received a report of the Commissioner of Police which provided an update in relation to the Public Perception survey.

Those present noted the contents of the report.

10. **VALUE FOR MONEY BENCHMARKING UPDATE**

The Sub Committee received a report of the Commissioner of Police which provided an update in relation to the Value for Money benchmarking project.

Reference was made to table 1 on page 109 of the report which indicated that reductions in spend had been achieved in most areas. It was agreed to provide figures for 2015 when they are made available and to report them to the December Sub Committee..

Those present noted the contents of the report.

11. **INTERNAL AUDIT UPDATE REPORT**

The Sub Committee received a report of the Head of Internal Audit and Risk Management which provided an update on the internal audit reviews undertaken between November 2014 and March 2015. The report also provided a schedule of planned work for 2015/16.

Concern was expressed that that Internal Audit had given the Police Disaster Recovery Plan a Red Rating. The Assistant Commissioner informed those

present that he was meeting with the Chief Information Officer to discuss this and other matters and would update the Chairman in due course.

It was agreed to provide a detailed Audit Plan for 2015 along with a three year audit plan going forward in order that Members could assess its effectiveness. It was also agreed to include 'Gifts and Hospitality' in the list of planned work for 2015/16.

Those present noted the contents of the report.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

The meeting ended at 12.30 pm

Chairman

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POLICE COMMITTEE
20 MAY 2015
OUTSTANDING REFERENCES

Meeting Date & Reference	Action	Owner	Status
23/05/14	Delivery of Police Uniform	Commissioner of Police	In progress Potential delay of 2 weeks and it was therefore anticipated that the uniform would be rolled back mid-June.
08/12/14 Item 5 – Road Safety	Commissioner undertook to bring a report back to outline the plan for prevention strategies and explore suggestions put forward by Members in relation to pedestrian inattention as the main cause of collisions at present.	Transportation and Public Realm Director supported by CoLP	In progress Report to the Committee on 24 July 2015
08/12/14 Item 8 – New Anti-Social Behaviour, Crime and Policing Act 2014 – Delegated Powers	The Police Committee, in partnership with the City Of London Police, be responsible for the production of a Community Remedies document.	COLP/ Assistant Director Street Scene, Strategy & Safer City Partnership	In progress Report to the Committee on 24 July 2015
26/02/15 Appointment of External Member	Recruitment Process	Town Clerk	In progress Interviews were held on 29 April 2015. Three candidates were interviewed and the position has been offered to Lucy Sandford. Lucy has accepted the appointment subject to confirmation by the Court of Common Council on 21 May 2015.
26/02/15 Disability Standard	An update on the Disability Standard as part of the quarterly EDHR update.	Commissioner of Police	Complete
26/02/15 Public Realm Safety	A feasibility study will be undertaken 2015/16 with funded from the Home Office. Dialogue currently on-going with H/O to release funds to start study.	Assistant Director, Environmental Enhancements	Interim updates to be provided to committee with a Gateway 3 report being brought to the Committee when feasibility study complete no later than March 2016

Committee(s)	Dated:
Police Committee	20 May 2015
Subject: Appointment of the Sub-Committees, Economic Crime Board and Committee Representatives	Public
Report of: Town Clerk	For Decision

Summary

This report recommends that your Committee makes a number of internal and external appointments for 2015/16.

Recommendation(s)

That,

- a) consideration be given to the appointment, composition and terms of reference of the following for the ensuing year:
 - Economic Crime Board (see paragraphs 8 – 12);
 - Performance and Resource Management Sub Committee (see paragraphs 13 – 17); and,
 - Professional Standards and Integrity Sub Committee (see paragraphs 18 – 21);
- b) consideration be given to the Chairman of the two Sub-Committees and Economic Crime Board;
- c) consideration be given to the co-opted Member of the Professional Standards and Integrity Sub Committee and the Economic Crime Board;
- d) meetings be agreed as follows:-
 - 8 times a year for the Police Committee;
 - Quarterly meetings for the two Sub-Committees and the Economic Crime Board; and
- e) the appointment of representatives to the various internal and external bodies be agreed (see paragraph 22).

Main Report

SUB COMMITTEES

1. This report considers the appointment, terms of reference and composition of the Police Committee and its Board and Sub Committees.
2. The Police Committee is asked to confirm its frequency of meetings. Following the review in 2010, the Committee agreed to meet 8 times a year (roughly every six weeks) and there is no recommendation to change this as this meeting cycle has proven adequate.
3. The Police Committee has the following groups under it :-
 - a. the Economic Crime Board
 - b. the Performance and Resource Management Sub Committee
 - c. the Professional Standards and Integrity Sub Committee.
4. Each of these has 5 members in addition to the Chairman and Deputy Chairman of the Police Committee who serve as ex-officio Members and an additional co-opted Member.
5. Last year the co-opted Members (with the exception of the Performance and Resources Management Sub-Committee whose co-opted Member is agreed by the Audit & Risk Management Committee) were appointed by the Grand Committee. It is proposed that this should be repeated again this year.
6. For the last two years, the Chairman of the two Sub-Committees and the Economic Crime Board have been appointed by the Grand committee and it is proposed that this should be repeated again this year.
7. Members have been asked to inform the Town Clerk's Office if they wish to serve on any of the Board or Sub-Committees in advance. Members of course have an opportunity to put their names forward at the meeting itself, if they have not done so already.

Economic Crime Board

8. The creation of an **Economic Crime Board** was agreed at the meeting in January 2012.
9. Composition
 - The Chairman and Deputy Chairman of the Police Committee (ex-officio)
 - Up to five Members of the Police Committee appointed by the Police Committee
 - One co-opted Member to be appointed by the Police Committee

10. Its terms of reference are:

To be responsible for:

- a. *Overseeing the force's national responsibilities for economic crime and fraud having regard to the strategic policing requirement in this area;*
- b. *monitoring government, and other external agencies' policies and actions relating to economic crime; and,*
- c. *Making recommendations to the Police Committee in matters relating to economic crime.*

11. The Board's membership in 2014/15 was as follows:-

Simon Duckworth (Chairman)
Nick Bensted-Smith (co-opted)
Mark Boleat
Lucy Frew
Helen Marshall
Deputy Richard Regan

12. The Sub Committee will continue to meet 4 times a year and the dates of future meetings in 2015 are 15 July and 1 October. Meeting dates for 2016 will be circulated in due course.

Performance and Resource Management Sub-Committee

13. The **Performance and Resource Management Sub-Committee** was established in 2009 and reviewed in January 2012.

14. Composition

- The Chairman and Deputy Chairman of the Police Committee (ex-officio)
- Up to five Members of the Police Committee appointed by the Police Committee
- One co-opted Member to be appointed by the Audit and Risk Management Committee

15. Its terms of reference are as follows:

To be responsible for:

- a. *overseeing the monitoring of performance against the City of London Policing Plan;*

- b. *overseeing the Force's resource management in order to maximise the efficient and effective use of resources to deliver its strategic priorities;*
- c. *making recommendations to the Police Committee to change procedures, where necessary, to bring about improvements in performance;*
- d. *monitoring government, policing bodies and other external agencies' policies and actions relating to police performance and advising the Police Committee or Commissioner as appropriate; and,*
- e. *any other matter referred to it by the Police Committee.*

16. The Sub-Committee's membership in 2013/14 was as follows:-

Deputy Douglas Barrow (Chairman)
Alderman Alison Gowman
Deputy Keith Knowles
Kenneth Ludlam (co-opted Member from the Audit and Risk Management Committee)
Don Randall

17. The Sub Committee will continue to meet 4 times a year and the dates of future meetings in 2015 are 30 June, 21 October and 8 December. Meeting dates for 2016 will be circulated in due course.

Professional Standards and Integrity Sub-Committee

18. Composition

- The Chairman and Deputy Chairman of the Police Committee (ex-officio)
- Up to five Members of the Police Committee appointed by the Police Committee
- One co-opted Member to be appointed by the Police Committee

19. The Professional Standards and Integrity Sub-Committee's terms of reference are as follows:-

To be responsible for:

- a. *overseeing the handling of complaints and the maintenance of standards across the force, where necessary recommending changes in procedures and performance to the Police Committee;*
- b. *monitoring the Police Committee's work in respect of conduct and*

appeals proceedings; and,

- c. monitoring government, police authorities and other external agencies' policies and actions relating to professional standards and advising the Police Committee or Commissioner as appropriate.*

20. The Membership in 2013/14 was as follows:-

*Deputy Joyce Nash (Chairman)
Alderman Alison Gowman
Vivienne Littlechild
Helen Marshall
Deputy Richard Regan
Dhruv Patel (co-opted)*

21. The Sub Committee will continue to meet 4 times a year and the dates of future meetings in 2015 are 11 June, 14 September and 20 November. Meeting dates for 2016 will be circulated in due course.

INTERNAL AND EXTERNAL APPOINTMENTS

22. The Committee also needs to agree the appointment of Members to various internal and external bodies for 2014/15. Last year's appointments were as follows:-

- a) **Streets and Walkways Sub-Committee**
Alderman Alison Gowman
- b) **Safer City Partnership**
Deputy Henry Pollard
- c) **Association of Police and Crime Commissioners (APCC)**
Simon Duckworth

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Committee: Police Committee	Date: 20 May 2015
Subject: Attendance at Sub Committee meetings	Public
Report of: Town Clerk	For Information

Summary

This report provides details of attendance by Members at the Professional Standards Sub Committee, the Performance and Resources Management Sub Committee and the Economic Crime Board meetings over a three-year period (1 April 2012 – 31 March 2015). For your information, details of attendance by Members at the Grand Committee are detailed in Appendix 1 to this report.

This report was requested at your last meeting on 26 March 2015 following a discussion regarding inquorate meetings. As a result, your Committee agreed to amend the membership of the Professional Standards and Integrity Sub Committee, the Performance and Resources Management Sub Committee and the Economic Crime Board to include the Chairman and Deputy Chairman as ex-officio Members in an attempt to prevent inquorate meetings from happening.

The quorum for both Sub Committees and the Economic Crime Board is 3.

Recommendation

Members are asked to:

- Note the contents of the report and consider reviewing the attendance figures in one year.

Main Report

Background

1. The **Performance and Resources Management Sub Committee** meets quarterly, usually on Wednesday mornings and over the last three years has had two inquorate meetings. The attendance figures for the last 3 years (1 April 2012 – 31 March 2015) are as follows - .

Member	Attendances 2014/2015	Attendances 2013/2014	Attendances 2012/2013
Deputy Douglas Barrow	4	3	3
Alderman Alison Gowman	4	2	
Stanley Keith Knowles	2	3	3
Kenneth Ludlam (co-opted)	2	4	3
Don Randall	1	1	3

Alderman Ian Luder		0	
James Henry Pollard		2	
Robert Duffield			2

N.B: Inquorate meetings took place on 15 November 2013 and 18 March 2015.

2. The **Professional Standards and Integrity Sub Committee** meets quarterly, usually on Friday mornings. The attendance figures for the last 3 years are as follows - .

Member	Attendances 2014/2015	Attendances 2013/2014	Attendances 2012/2013
Alison Gowman	4	2	3
Joyce Carruthers Nash, OBE, Deputy	4	3	3
Richard David Regan	3	1	1
Vivienne Littlechild	3	2	3
Dhruv Patel	3		
Helen Marshall	4	3	2
Deputy Brian Harris			2

3. The **Economic Crime Board** meets quarterly, usually on Thursday or Friday mornings and over the last three years there have been two inquorate meetings. In addition, in 2012/2013 there were only three meetings. The attendance figures for the last 3 years are as follows - .

Member	Attendances 2014/2015	Attendances 2013/2014	Attendances 2012/2013
Nick Bensted-Smith	2		
Mark Boleat	1	2	1
Deputy Richard Regan	2	3	1
Simon Duckworth	4	3	3
Lucy Frew	2		
Helen Marshall	3	3	2
Alderman Neil Redcliffe		2	0
Deputy Brian Harris		3	
Alderman Ian Luder			2

N.B: Inquorate meetings took place on 6 February 2013 and 22 May 2014.

Conclusion

4. This report shows that over the last three years, four inquorate meetings have taken place. However, in order to try and prevent this from happening in future, the Chairman and Deputy Chairman of the Grand Committee have been appointed as ex-officio Members to both the Sub Committees and the Board. It is suggested that you consider reviewing the attendance statistics again in one year.

Appendices

- Appendix 1 – Police Committee attendance details

Katie Odling

Committee and Member Services Officer

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Police Committee attendance details - 2014/2015 – 8 meetings per year.

Member	Attendances
Deputy Douglas Barrow	8
Mark Boleat	6
Simon Duckworth	4
Lucy Frew	7
Alderman Alison Gowman	7
Stanley Keith Knowles	6
Vivienne Littlechild	5
Alderman Ian Luder	5
Helen Marshall	7
Deputy Joyce Nash	8
Henry Pollard	8
Don Randall	5
Deputy Richard Regan	2

Committee:	Date:	
Police	Wednesday 20 May 2015	
Subject: Independent Custody Visiting Scheme Annual Report		Public
Report of: Town Clerk		For Information
<u>Summary</u>		
<p>This report completes the requirement to update Members on the progress of the City of London's Independent Custody Visiting (ICV) Scheme, presenting the Panel's Annual Report and informing Members of some of the recent issues raised by the ICV Panel in relation to custody provision in the City. Issues raised at the Panel meetings over the past year include access to the custody suites, the response times for repairs and maintenance work and how best to time their visits.</p> <p>Recommendation: Members are asked to note the contents of this report.</p>		

Main Report

Background

1. The existing Independent Custody Visiting Scheme has been operational, in its current form, since November 2007. As part of the Scheme, Members agreed at your meeting in May 2009 that a regular report would come to Committee on an annual basis, and this report fulfils that requirement.

Visits to the Custody Facilities

2. Members will recall that Custody Visitors make unannounced visits in pairs to custody suites to monitor and report on the treatment and conditions of individual detainees on an entirely independent and confidential basis. They are there to look, listen and report on conditions in custody at the time of their visit, and report what they see through to the Force and the Committee. The City Visitors have all been trained in conjunction with the Independent Custody Visiting Association.
3. The visits take place on a weekly basis for Bishopsgate Police Station as agreed in the Scheme. Each visit is recorded by the two visitors who complete a short form covering any issues for concern following meetings with the detainees.

Copies of each completed form are then sent to the Divisional Chief Superintendent, the Scheme's Administrator in the Town Clerk's Office, and the Commander for action if necessary.

4. Meetings of the ICV Panel continue to take place on a quarterly basis and are attended by all Custody Visitors together with representatives from the Town Clerk's Department and the City Police, as well as the Committee's representative Mrs Vivienne Littlechild.
5. The Panel then reviews the record of visits since the last meeting and is able to ask detailed questions of the representatives of the Force with custody responsibilities about any issues which concern them. Finally, the Panel considers more general aspects and the administration of the Scheme such as the visit rota and availability. Your officers would like to record their thanks to Chairman Peter Tihanyi for his contribution to the Scheme over the past year.

Panel issues in 2014/15

6. This year the Panel has produced its sixth Annual Report, which is attached at Appendix A. This reports on the Panel's performance over the last 12 months, provides information about the visits made and issues raised as a result and, finally, sets out the Panel's objectives for 2015/16. Issues raised at the Panel meetings include the following:

- a. **Access Rights to the Custody Suite** – The Independent Custody Visitors remain satisfied with the access rights arrangements adopted as the agreed standard at the ICV panel meeting in November 2013. These arrangements are as follows:

The visitors will on arrival at the front desk be let into the station and be allowed to proceed to the area outside the custody suite. This would be without delay, unless unavoidable, due to the front office staff being temporarily unavailable. Front office staff will then contact the Custody Sergeant and let them know that the ICV is on their way to the suite and once the Custody Sergeant has judged it is safe for them to enter, they will be allowed access.

However, the introduction of more robust access arrangements (in response to the increased security threat) has resulted in our new ICV's having difficulty in accessing the suites –because they do not carry the appropriate Police ID. This has meant that some visits did not go ahead. This problem was further accentuated by the vetting arrangements – which slowed the ID processing times down significantly. There is a need to revisit the current arrangements for the vetting of new volunteers in 2015 - 16.

The Force has recently agreed to adopt the new national ICV standards (produced by the ICV Association). These standards clearly set out the roles & responsibilities of the ICV, their practices and the appropriate

working arrangements with the Force. This standardises arrangements and will improve the custody officers understanding of the role of the ICV.

- b. **Repairs & Maintenance – Time lag & Maintaining Investment** - The Panel raised a number of concerns about the time taken to institute repairs to the cells. This has been a persistent concern for the last few years. The Force has always responded rapidly to the concerns raised by our visitors – quickly rectifying problems. The Force is replacing the current CCTV contract in 2015 to improve the service provided.

Recently, Members have sought assurance from the Force that the appropriate standard and condition of the custody suites are maintained and that the necessary level of investment will continue to be provided. They have concerns that the custody suites might become neglected during the transition period – whilst the new custody suites are being built at Wood Street Police Station. Their concerns are clearly illustrated by the significant number of references made with regard to maintaining the fabric of the custody suites in their visitors' reports (referenced in over 50% of their reports).

- c. **Healthcare Provision** – the Panel continues to take a great interest in the way healthcare is provided and will continue monitor the arrangements in the coming year.
- d. **Custody Usage** – the Panel receives regular data from the Force on the usage of the Custody Suites and compares this against the timing of their visits on a regular basis so as to ensure that the timing of future visits better reflects the usage of the Custody Suites. The Panel has therefore tried to ensure that the spread of visits are appropriate to the volume of usage at particular times. The analysis shows that the timing of visits reflects the level of Custody Usage. As agreed last year, the Panel began undertaking visits during the Midnight to 6am slot to ensure 24 hour coverage. One visit was undertaken during this slot in 2014-15. The Panel have agreed to undertake two visits annually - during the Midnight to 6 am slot in 2015-16.
- e. **Coverage for Major Events** – Following the Olympics and Paralympic games, Visitors agreed to undertake a greater number of visits during future major events, when appropriate. There was no need to increase the number of custody visits to cover for major events in 2014-15.

The Panel however felt there should be closer communication with the Force during these major events – as it tends to be a more pressurised & stressful environment within the custody suite. Panel Members stressed the need to be clear about the Force's expectations of them during these busier times, but they also need to ensure that their independence is not compromised and that they are not prevented from visiting the detainees.

- f. **Police Accommodation Review** – The Panel has been kept up to date with the review and the proposals for a new custody facility. They welcome

the Force's offer to the Panel to help shape the new facilities and now await details about the consultation arrangements from the Force.

Legal Implications

7. In accordance with Section 51 of the Police Reform Act (2002), the City Corporation is required to have in place an Independent Visitors Scheme.

Community Strategy & Other Significant Implications

8. The ICV Scheme supports the 'safer and stronger' aspect of the sustainable Community Strategy.

Conclusion

9. The Independent Custody Visiting Scheme is now well established and the Panel is pleased to present its annual report to the Police Committee. Further updates on this Scheme will continue to be provided to Members on an annual basis.

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City of London

Independent Custody Visiting Scheme

Annual Report

May 2015

Foreword

The City of London Independent Custody Visiting scheme has had a very successful year. Our Panel Member from the Police Committee, Vivienne Littlechild has become a well-established member of the ICV panel and has discharged her duties effectively. She has been a strong advocate for the detainees. Our three new ICV members are now fully trained and have provided a fresh and innovative approach both in terms of their contribution to our Panel meetings and during their custody visits. The Panel continues to operate at full strength.

The City Police Force main custody suite is located at Bishopsgate Police Station. The second custody suite at Snow Hill Police Station is now used, as an alternative resource or as an overflow facility. Snow Hill was recently used in March 2015, while there was major maintenance work at our main custody suite. However, the target of visiting Snow Hill at least four times a year is no longer required by the Police Committee – because Snow Hill is rarely used.

Our working relationship with the custody staff has been largely cordial, although, we had a short period of disruption to some of our visits – when the national security threat was raised in the autumn of 2014. The new ICV national standards have however been recently adopted by the Force. This will help clarify the Force's and our roles and responsibilities. I will also be part of the training programme for new custody staff in 2015-16 – which will help strengthen the Force's understanding of the crucial role we play.

This year, we achieved over 90% of the scheduled visits to the Bishopsgate custody suite and have continued to ensure that our visits correspond with the peak periods. The ICV Panel has been monitoring the times of all visits made alongside the level of usage within the Custody Suites. We effectively spread our visits over the whole week (7 days a week) however increasing the number of visits between midnight and 6am remains a challenge – although we intend to make further “in roads” in delivering on this target in 2015-16.

We have been kept up to date about the police accommodation review and the proposed plans for a new custody facility. We welcome the Force's offer for us to help shape these new facilities and await details of the consultation arrangements from the Force.

Many thanks to my fellow custody volunteers for their hard work this year and I would also like to thank the City of London police officers for enabling us to successfully carry out our responsibilities in 2014-2015.

Peter Tihanyi
Chairman
ICV Panel

Welcome to the 2014-15 annual report of the City of London Independent Custody Visiting Scheme.

The Court of Common Council, as the police authority for the Square Mile, has a responsibility for securing an efficient and effective police service in the City of London and holding the Commissioner of the City of London Police to account. Under paragraph 51 of the Police Reform Act 2002, the City of London is required to have in place an Independent Visitors Scheme.

Independent custody visiting schemes have been around since the 1980s following the Lord Scarman Report and became mandatory in 2003. The Scarman Report recommended a system of independent unannounced inspection of detention arrangements in police stations by local community members. Custody Visiting Panels remain a vital important means

of securing police accountability for the local communities they serve.

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

We would like to thank all the City's Visitors for their commitment to the Scheme. The Police Committee fully appreciates their hard work and dedication to the Scheme and the contribution this makes to the overall confidence the community has in the City of London Police.

Henry Pollard
Chairman
Police Committee

Vivienne Littlechild
ICV Panel Member
Police Committee

Introduction

THE CITY OF LONDON INDEPENDENT CUSTODY VISITING SCHEME (ICV SCHEME)

The purpose of this report is to give an account of the work of the City of London ICV Scheme in the period 1 April 2014 to 31 March 2015. It aims to:

- report on the Panel's performance;
- provide the local community and the Police Committee with information about the visits made and what they have revealed about the treatment of detainees;
- set out issues and concerns that the visits have raised; and,
- set out the objectives for the 2015/16.

The City of London Corporation, in its role as the police authority for the City of London, has a statutory duty to have in place an independent custody visiting scheme. The operation of the Scheme is the responsibility of the Police Committee.

Independent custody visiting is governed by a range of legislation and guidance including the Police and Criminal Evidence Act (PACE) 1984 and Home Office Codes of Practice and National Standards.

Independent Custody Visitors (ICVs) are members of the local residential and business community who volunteer to visit police stations unannounced to check on the treatment and welfare of people held in police custody. They must:

- be over 18;
- be independent from the police force and the police authority; and,
- have no direct involvement in the criminal justice system.

The City of London ICV Panel currently consists of 10 visitors who visit the custody suites at Bishopsgate Police station once a week. Programmed visits to Snow Hill custody suite (an overflow facility for Bishopsgate) were stopped in late 2013. However, visits were made to Snow Hill again in March 2015, because of temporary closure of Bishopsgate custody suite due to major maintenance work. A member of the Police Committee attends the quarterly Panel meetings and representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by staff from the Town Clerk's department.

THE ROLE OF INDEPENDENT CUSTODY VISITORS

Visits are always made in pairs, and are unannounced. The objective of all visitors is to monitor and report on the treatment and conditions of individual detainees and to check that their rights and entitlements have been upheld.

During their visit, ICVs are escorted by a custody officer or gaoler at all times. Every detainee being held is offered the opportunity to speak with the custody visitors, but may choose not to. Visit interviews are carried out within sight, but out of hearing, of the escorting officer. Strict rules of confidentiality apply so that detainees are identified by their custody numbers only, and the details of what visitors see and hear are treated as confidential. ICVs are not concerned with any alleged offence and maintain their independence and impartiality at all times. They do not provide advice to detainees; they are there to look, listen and report on conditions in custody at the time of their visit.

After every visit, custody visitors fill out a report form recording details of the visit. The information about the visit in the form includes details of problems that were resolved immediately and those that required further action. Copies of the reports are provided for the Commander of Operations, the appropriate Chief Superintendent, and the Scheme Administrator on behalf of the Police Committee. The ICV Panel will follow up and discuss at the next review meeting any concerns that cannot be resolved during visits. If necessary, more serious issues can be highlighted directly to the Police Committee.

PANEL MEETINGS

The quarterly Panel meetings allow Visitors to discuss each visit and any issues that have arisen. In addition, short update or information sessions are often included on each agenda so that Visitors are kept up to date with any national developments concerning the custody environment. Topics discussed this year included:

NHS Commissioning of Police Related Healthcare – The Government has proposed the transfer of commissioning responsibility for Police Related Healthcare from the Home Office to the NHS from 2015 onwards. The NHS National Commissioning Board (NCB) has become responsible for healthcare provision in Police Custody Centres. The NHS Commissioners now work in partnership with local Forces to ensure the requirements of the Police, NHS and, most importantly, service users are met.

This year, the Panel has continued to provide a close watching brief with regard to these developments. They want to ensure that there is no deterioration in the quality of the service delivered and that the service becomes more targeted to meet the needs of the detainees. Visitors are satisfied with the current health care provision provided to the detainees.

Custody visit throughputs – The Panel has been successful in ensuring that their spread of visits are more appropriate to the usage levels in the custody suites at particular times. They have monitored the times of all visits made alongside the level of usage of the Custody Suites. The analysis shows that the timing of visits reflects the level of Custody Usage.

As agreed last year, the Panel began undertaking visits during the Midnight to 6am slot to ensure 24 hour coverage. One visit was undertaken during this slot in 2014-15. The Panel aims to undertake at least two visits annually - during the Midnight to 6 am slot in 2015-16.

Access Rights to the Custody Suite – The Independent Custody Visitors remain satisfied with the access rights arrangements adopted as the agreed standard at the ICV panel meeting in November 2013. These arrangements are as follows:

The visitors will on arrival at the front desk be let into the station and be allowed to proceed to the area outside the custody suite. This would be without delay, unless unavoidable, due to the front office staff being temporarily unavailable. Front office staff will then contact the Custody Sergeant and let them know that the ICV is on their way to the suite and once the Custody Sergeant has judged it is safe for them to enter, they will be allowed access.

However, the recent introduction of more robust access arrangements (in response to the increased security threat) has resulted in our new ICV's having difficulty in accessing the suites - because they do not carry the recognised Police ID. This meant that some visits did not go ahead. This problem was further accentuated by the vetting arrangements – which slowed down the ID processing times significantly. There is a need to revisit the current arrangements for the vetting of new volunteers in 2015-16.

The Force has recently agreed to adopt the new national ICV standards produced by the ICVA. These standards clearly set out the roles & responsibilities of the ICV, their practices and the appropriate working arrangements with the Force. This standardises arrangements and will improve the custody officers understanding of the role of the ICV.

Snow Hill Police Station Custody Suite – Representations were made by Vivienne Littlechild (the Police Committee ICV SIA representative) to the Police Committee in 2013 to remove the 2010 Police Committee target of visiting Snow Hill at least four times a year. This change was made because the custody suite was used so infrequently resulting in a large number of unproductive visits. It was agreed not to include Snow Hill visits in future rotas from early 2014 onwards. Visits were made to the custody suite in March 2015 as it was being used while maintenance work is being done at Bishopsgate.

Coverage for Major Events – The Panel agreed to increase the number of custody visits undertaken during the Olympic and Paralympic Games. A trigger mechanism, similar to that already in place at Snow Hill, was agreed where the Force notified the Corporation if any marked increase in custody requirements did occur. From 2012-13, the ICV Panel agreed to introduce the system for increasing coverage for other future events when it was appropriate. There was no need to increase the number of custody visits to cover for major events in 2014-15.

The Panel however felt there should be closer communication with the Force during these major events – as it tends to be a more pressurised & stressful environment in custody. Panel Members need to be clear about the Force's expectations of them during these busier times, but they also need to ensure that their independence is not compromised.

In addition to the points above the Panel have raised a number of other issues with the Custody Manager

- 1) **Repairs & Maintenance – Time lag & Maintaining Investment** - The Panel raised a number of concerns about the time taken to institute repairs to the cells. This has been a persistent concern for the last few years. The Force has always responded rapidly to the concerns raised by our visitors – quickly rectifying problems. The Force is replacing the current CCTV contract in 2015 to improve the service provided.

Recently, Members have sought assurance from the Force that the appropriate standard and condition of the custody suites are maintained and that the necessary level of investment continues to be provided. They are concerned that the custody suites may become neglected during the transition period – whilst the new custody suites are being built at Wood Street Police Station. There have been concerns raised about the wear & tear in about half of their visits in 2014-15

Outcome – The Force will continually review the arrangements to try to maintain the improvement in response times and will keep the condition of the custody estate to meet the required national standards.

- 2) **Future Custody Suite arrangements** – The Panel has discussed the implications of the Police Accommodation Review on the future Custody arrangements. They have offered to provide input into the shaping of the new custody service.

Outcome – The Force has agreed to draw on the Panel's knowledge and experience to help shape the design of the new custody suites and Panel Members are now waiting to be given the consultation details.

Visit Statistics

During 2014/15 a total of 47 visits were undertaken. The following tables look at the nature of these visits in greater detail.

NO OF VISITS

Station	Target No of Visits	Achieved	% of Target
Bishopsgate	52	47	90
Snow Hill	0	0	0
Total	52	47	90

DAYS OF VISITS

	No of Visits	%
Monday	2	4
Tuesday	8	17
Wednesday	3	6
Thursday	13	28
Friday	8	17
Saturday	8	17
Sunday	5	11
Total	47	100

TIME OF VISITS

	Bishopsgate	Snow Hill
00.01 – 06.00	0	0
06.00 - 12.00	19	2
12.01 – 18.00	17	1
18.01 – 00.00	7	1

DAYS OF VISITS / TIMES – COMBINED

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
00.01 – 06.00							
06.00 -12.00	2	5		3	2	5	4
12.01 – 18.00		3	2	5	4	3	1
18.01 – 00.00			1	5	2		

NO OF DETAINEES VISITED

	Total number of detainees in Suite at time of visit	No of detainees offered visit	No. of detainees accepted visit
Bishopsgate Q1	43	27	23
Bishopsgate Q2	22	19	16
Bishopsgate Q3	46	28	20
Bishopsgate Q4	29	18	17
Snow Hill Q1	0	0	0
Snow Hill Q2	0	0	0
Snow Hill Q3	0	0	0
Snow Hill Q4	12	7	7
Total	152	99	83

ISSUES AND CONCERNS ARISING FROM VISITS

This list of issues and concerns reflects the range of issues that have been raised by detainees in the City of London in the last year and, in addition, other issues which have been reported by ICV Panels elsewhere for which there has been a nil return in the City of London.

	Bishopsgate	Snow Hill
No of Total Visits	43	4
Report Form with no matters requiring a police response	13	0
Comments individual officers - Positive	5	0
Comments individual officers – negative	3	0
Infrastructure / furnishings / fittings/out of service	19	5
Cleaning, tidiness and general hygiene - positive	5	0
Cleaning, tidiness and general hygiene - negative	2	0
FME Service and FME room	3	0
Perceived risk to detainees?	0	0
Procedures not followed	2	0
Rights and entitlements seemingly delayed	1	0
Periodic checks (15, 30 minutes) not maintained	0	0
Personal hygiene requests– (showers, washing etc)	0	0
Requests for food and drink	0	0
Temperature and availability of blankets	5	1
Requests for literature	0	0
Requests for phonecalls	2	0
Other	1	0

2015/16

The City of London ICV Panel wants to ensure that it meets its objectives in scrutinising the custody arrangements in the City of London. It has set itself the following targets for 2015/16:

- to increase the number of visits to at least 95% of target;
- to continue to promote and raise awareness of the work of the ICV Panel;
- to undertake at least two visits per year between the hours of midnight and 6 am.

- to ensure that the ICV membership is representative of the communities it serves

Conclusion

The City of London ICV Scheme provides an independent check on the treatment of detained persons. Through the dedication of the volunteer visitors, an appropriate level of scrutiny of the Force is achieved on which the Police Committee and the community can rely.

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Committee: Police	Date: 20 th May 2015
Subject: Community Engagement Update	Public
Report of: Commissioner of Police Pol 26/15	For Information

Summary

This report contains details of issues raised at Ward Level and the Force response since the last Community Engagement report was presented to the Committee in January 2015. It also details a number of other engagements.

The Residential Team have dealt with a number of issues that are detailed in the main report. These include thefts, assaults, drug misuse and involvement in community events.

The Business Team have continued their work with coffee shops to try and combat thefts taking place at these premises within the City. There are plans in place to replicate the successful establishment of the Business Forum at the Royal Exchange in other parts of the City. The Hotelwatch is now established and an increase in communication between hotels involved in the scheme has been evident. The Counter Terrorism Team continue to deliver a large number of briefings and awareness days to the community, encouraging vigilance and reporting of suspicious activity.

For the Street Intervention Team Operation Fennel continues to target aggressive begging resulting in 25 ASBOs and in excess of 500 tickets being issued to over 200 different individuals. Six intelligence led proactive operations targeting anti-social behaviour have been run since the last report, resulting in various arrests, summons, tickets and dispersals.

A campaign named #WeStandTogether was launched with involvement from the Prevent Engagement Team and the Volunteer Cadets. The campaign is about promoting trust, integration and cohesion within communities and police forces across the UK are promoting the message.

The Prevent Engagement Team continue to deliver training to the community about preventing people from becoming involved in terrorism.

The Safer Transport Operations Team (STOT) have run successful operations targeting taxi touts and Hackney Carriage & Private Hire Vehicle enforcement within the City of London Police area, sponsored by Transport for London (TfL).

Recommendations

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

Main Report

Section A – Residential Engagement

1. Operation Bell

A residential team PCSO identified that there were incidents over the previous three years where students from the City of London Girl School were approached by a male who tried to take them into dark stairwells of the Barbican and asked them to remove clothing. None of the incidents were reported at the time and were committed in the same week in February and then stopped. The Residential Team worked with the Force Intelligence Bureau to try to identify the male through descriptions and offending modus operandi.

The Barbican residential Team attended the City of London Girl School prior to the operation and delivered a Stay Safe briefing at the school assemblies.

2. Distraction Thefts

Following a distraction theft from a resident in the Barbican, enquiries by Residential Officers identified the male involved. It was identified that the male often attended one of the markets. Officers worked with the market traders and when he returned he was arrested by Residential Officers. He has been charged with the distraction theft in the Barbican as well as several residential burglaries in Islington.

3. Barbican Assault

A cleaner on the Barbican Estate was threatened with a knife by a rough sleeper who had gained access to one of the residential blocks. He was identified through CCTV by two PCSOs and arrested. He was charged with two offences and received a 9 week prison sentence.

4. Anti-Social Behaviour - Barbican

Officers responded to reports of youths causing anti-social behaviour in the Barbican Centre. Residential officers identified those responsible as being from a neighbouring estate in Islington. Officers worked with the Barbican Centre to issue banning notices against the youths.

From this work one of the youths was subsequently identified as being responsible for arson at Frobisher Crescent on the Golden Lane Estate.

5. Attempted theft of scooter - Golden Lane

A residential officer patrolling the Golden Lane Estate noticed five males loitering. They were all in possession of motorcycle helmets and balaclavas. As she approached they all ran away and two were detained. Both were

known to the police for scooter thefts and using scooters to steal mobile phones and were looking for a scooter to steal.

6. Drug Misuse Middlesex Street Estate

A complaint was received from a resident of Middlesex Street Estate that she could smell cannabis in her flat coming from another unidentified flat. Residential officers worked with the estate management team to deliver a letter to all residents about the implications of using drugs on the estate. After the letter was delivered members of the Residential Team attended the estate and visited all the flats in the location to speak to the residents to see if the offender could be located. No offences were disclosed but since the visits no further reports have been received.

7. Male with mental health issues Middlesex Street Estate

Police were receiving a high number of calls from a resident on the Middlesex Street Estate that were of a trivial nature or were not police related matters. The residential officer discovered that the male was also making similar calls to the ambulance service. Enquiries with local residents and businesses also raised concerns about the male's condition. Officers worked with social services and arranged a mental health assessment. The male was sectioned under the Mental Health Act and officers continue to work with Social Services to ensure he is provided suitable accommodation when his treatment is completed.

8. Release of Sex Offender

A resident of Mansell Street Estate had been convicted of a sexual offence in the Metropolitan Police area and was due to be released from prison. The residential team worked with the City Police Public Protection Unit and Tower Hamlets Probation Service to ensure that conditions were placed on his initial release. As a result the male was given conditions to reside in a hostel in Newham and he was not permitted to enter Portsoken Ward. The Residential Team have maintained contact with the Probation Service to ensure he complies with his conditions.

9. Assistance to locate an ex-resident

The Residential Team were approached by the Metropolitan Police to locate a male wanted for offences in the Metropolitan Police area. The male no longer resided in the City but a residential PCSO was able to contact his mother and arrange a meeting with her and the Metropolitan Police which resulted in the male handing himself in to police.

10. Rough Sleepers - Middlesex Street Estate

There were a number of reports of rough sleepers gaining access to the car park and tower block areas of the Middlesex Street Estate. This has been ongoing due to the car park remaining insecure due to building works.

Residential officers increased patrols of the estate and worked with the estate office to increase security on the estate by preventing access to Petticoat Tower. A number of rough sleepers were from Romania and officers worked with UK Border Agency and Broadway to find accommodation for them. Two brothers were sleeping in a stairwell and residential officers arrested one for breach of his Anti-Social Behaviour Order and he received a six week custodial sentence. The other was arrested for criminal damage. Since their arrests neither has returned to the estate. Patrols of the estate continue.

11. Vulnerable Resident - Mansell Street

The Residential Team were contacted by the sister of a resident of the Mansell Street Estate who was concerned for the wellbeing of her brother who had paranoid schizophrenia. Their mother was dying and she was concerned her brother's mental health would deteriorate. Residential officers conducted welfare visits to the male and contacted his social worker and his GP to provide him with assistance. On the death of his mother the male had a mental episode attacking a neighbour's door with a baseball bat. Police attended and the male has been detained under the Mental Health Act. The residential officer has requested a case conference with his support services to ensure the appropriate measures are in place upon his return. Officers remain in contact with the male's sister.

12. Drug Misuse - Mansell Street Estate

Following reports of youths smoking cannabis in a stairwell on the Mansell Street Estate residential officers patrolled the area and stopped a number of youths. No drugs have been found but there has been evidence of cannabis smoking. A number of these youths resided on the estate and arrangements have been made with the Guinness Trust Anti-Social Behaviour Officer to visit the youths with their parents and warn them of the consequences if they are found with drugs on them.

13. Persistent Beggar - Aldgate

The Residential Team have responded to complaints of a persistent beggar outside Aldgate Underground Station. She has been summonsed for a number of offences and the Community Team are now looking to apply to the courts for a Criminal Behaviour Order against her which will ban her from the area.

14. Service of Commemoration for Afghanistan

Community Policing carried out engagement prior to and during the service at St Paul's Cathedral to mark the end of combat operations in Afghanistan. This consisted of officers visiting all premises along the route and within the area affected by the road closures, a Stakeholders meeting with the companies most affected, and communication through the Forces messaging platforms. Officers also worked closely with the Corporation to

ensure a uniform message was delivered. Community officers were deployed on the day to respond to community issues and PCSOs assisted St Paul's Choir School to ensure the students could get into the premises. The event was subject of an engagement satisfaction survey in line with the Force's Policing Plan and a satisfaction level of 92.2% was achieved.

15. Smithfield Meat Market Christmas Campaign

PS Zuber worked with the Corporation, Smithfield Market Superintendent and the Market Traders Association to develop a new system for policing the market in the busy period leading up to Christmas. For the first time a private security firm worked alongside the police to manage the traffic and access to the market and surrounding premises. All parties received positive feedback from the traders and community in regards to how well the system worked.

16. Foreign Terrorist Incidents

Following the terrorist attacks in Paris, Copenhagen and Australia, Community officers attended Jewish and Islamic premises to offer reassurance and gauge community tensions. Community officers attended the City of London Boys School, which has a large Jewish contingent, following concerns for pupil security. Advice was provided to staff on security procedures and measures that can be taken to ensure personal safety. A Stay Safe presentation was delivered to students during their assembly.

17. Events and Visits

A 'Meet the Police' event was held on a Saturday morning in the Barbican Library. The event was a chance for local residents and their children to meet the Residential Team in an informal environment and discuss any concerns they have. The team provided the opportunity for the children to have their fingerprints taken and put in a key ring and try on various articles of police uniform and equipment. The event allowed a number of new residents to learn about how they can access police services. The residential team received praise from the library staff and residents for the event and the library has asked police to run another event.

The Residential Team, along with the Scientific Support Unit, ran an event in the Barbican Library entitled 'Body in the Library'. This was an exercise where children had to solve a crime using forensic techniques. Community Policing provided a gift voucher for the best 'student'. This event provided an opportunity to engage with the City's youth and their parents.

The Residential Team assisted the police Diversity Officer with a school visit to Wood Street Police Station. The students were mostly young Muslim girls from a neighbouring borough who hadn't had much contact with the police and the visit was designed to break down preconceptions of the police.

18. John Cass Road Safety Day 20th March

An open day was held with various activities around road safety, with about 240 children attending. They were shown a police car and motorcycle, cycle safety advice was given and a cone course was set up for them to test their cycling skills. A road safety quiz was held where they were tested on their road safety and Highway Code knowledge, and they had the opportunity to sit in a large goods vehicle to experience for themselves the blind spots from the driver's seat and to dress up as a 'digger/JCB driver' and see how the machinery operates. There was also Spot the Difference/ Finger Printing where the children could design & make their own badge or make a key ring designed with their own finger print.

19. Counter Terrorism Work

The programme of briefings and exercises for childcare and educational facilities has been named Project FAWN and will continue to expand its efforts to raise security awareness and guide the efforts of these sites to protect the City's children and young people. Kelly Hemmise, one of the Counter Terrorism Security Advisors, is working weekends to accommodate this area of the community.

Section B – Business Engagement

20. The Business Engagement Team vision for 2015 remains the same. Additional officers will be recruited as previously stated but the timing depends on other commitments the force has.

21. The last quarterly report noted the successful establishment of the Business Forum at the Royal Exchange. Here businesses can exchange information with each other and the Business Team. They are now facilitating their own forum meetings and relying on police input only where necessary. It is still the intention to replicate this model in chosen areas/buildings elsewhere in the City. Threadneedle Street Forum is still in the process of being established due to other commitments and paucity of time with some of the proposed members. However, it is still firmly on the agenda and a co-ordinator from Threadneedle Street has been identified and is agreement to take on the role.

22. Links have been established with the Metropolitan Police in the Chancery Lane area. Some City businesses there are on the existing 'Met Business Watch'. CoLP is now working in partnership with them on crime reduction initiatives in the area where the two forces geographical boundaries meet. It is intended that mutual support is offered and aids communication for the efficient business liaison in the area.

23. Regular police contact continues with the Smithfield Market bolstered by regular patrols. Community officers have dealt with a number of issues at the market over the last quarter.
24. The resurrected Hotelwatch Scheme in the City is now established. Service requests have been resourced. Particularly pleasing is that the Business Engagement Team have been able to assist other departments with contacts and tasks as they relate to the eighteen hotels in the City of London. There has been an increase in communication between these hotels but they are yet to establish their own official forum.
25. The coordinated and documented increased coffee shop patrols continue. The database that has been set up of coffee shops and contacts continues to grow. Thefts from coffee shops continue due to the Square Mile having a footfall of wealthy individuals. Community teams continue high visibility patrols on a daily basis and these patrols are now conducted under the title of Operation Equilibrium with intelligence retained in one place. The team have responded to requests for additional resources to bolster other departments like CID and Crime Squad in their initiatives in this area. Again the Community Business Team has received appreciation for participation in the planning and execution of such operations which have generated success.
26. Residential and business related crime reduction surveys continue being conducted week to week. This is linked to wider proactive crime reduction and detection initiatives aimed at reducing volume crime. Many referrals come from CID. Crime Prevention advice has been given to Retailers, Gyms and miscellaneous businesses.
27. It has been another very busy quarter for the Crime Reduction Officer. In support of Operation Wisbech (targeting theft of and from motor vehicles) liaison continues with the Corporation and NCP. Many surveys have been carried out on other premises within the City. The Crime Reduction officer is now also taking on the role of Architectural Liaison Officer. He has been trained in this field but the responsibility has only recently been transferred to the Community Business Team. In support of this he has spent two weeks on attachment to the Metropolitan Police to get him up to speed.
28. As stated as a target in the last report, Community Business Team members have now received WRAP (Workshop to Raise Awareness of Prevent) training to supplement the 'Prevent' work but also to allow members to be multi-skilled in what they can offer businesses in terms of CoLP input and support. The Business Team now supply resources to assist in the very important WRAP initiative.
29. A target for the coming quarter is to resource stands in the City where officers can be visible and on hand to display and distribute Crime Reduction messages and materials. They will also be able to offer advice,

but the very presence of these stands acts as a deterrent to criminality in the locality they are placed at any given time.

30. As stated in the last quarterly report, a Business Crime Prevention Team is being formed. Dates have now been set for the Nationally Accredited Crime Prevention Course. This will run for two weeks in May and will feature a minimum of seven officers from the Community Engagement team. After that course the team will have a much greater capacity to deliver current, bespoke crime prevention advice to businesses in the City.
31. Good progress has been made with discussions with other CoLP departments and the Corporation to try to develop a more joined up approach to engaging with businesses and create databases that both inform and supplement each other in terms of business liaison. This is a Community Business Team initiative and the team will resource the administration of this database. The Business Team is very much committed to this project and so will be pushing this hard this coming quarter.
32. Operation Broadway is an initiative led by the Economic Crime Department working in collaboration with regulatory and law enforcement agencies (City of London Trading Standards, Scam Busters, Her Majesty's Revenue & Customs, Financial Conduct Authority and the Metropolitan Police Service) and is aimed at tackling criminals committing investment fraud (boiler rooms), operating within the City of London. The community business team continue to support this with the allocation of resources.

33. Mental Health

A new Mental Health Liaison Officer has been appointed. Mental Health Liaison will continue with the Corporation of London. This includes attendance at the Corporation monthly Mental Health Meeting, the Pan London Mental Health Partnership Board and Working Group, also recently the Corporation Safeguarding meeting.

Quarterly Section 136 statistics were collated and submitted to the regional coordinator for the last period. The City Police again fared very favourably in the performance tables in relation to adherence to working protocols. However all Section 136 Mental Health Act detentions for the last six months are currently being looked at to further enhance performance in this area where pathways for improvement can be identified. Section 2 Mental Health Assessments in the Community continue to be resourced by Community Engagement officers, of which there have been several this quarter.

Community Engagement have agreed to be one of the first to adopt a new National model for the collation of Mental Health Statistics.

34. Community Engagements undertaken by Economic Crime Department Teams

A number of staff from the National Fraud Intelligence Bureau (NFIB) met with representatives of a City based firm, regarded as leaders in crowd investment, who provided an overview of their business sector. The purpose of the meeting was for NFIB staff to obtain an understanding of how a particular scheme operated by the company could potentially be exploited by fraudsters in order to develop methods that could be employed to prevent this happening. This particular engagement strengthened relations and subsequently the company has requested that an NFIB representative attend one of their future meetings to provide information relating to awareness of specific fraud trends.

A number of presentations were delivered to the British Beer Association (based in Wood Street) in order to provide them with an awareness of activities conducted by the National Fraud Intelligence Bureau (NFIB) and Action Fraud. In addition the NFIB contact also assisted the association with some distribution fraud cases, by helping them report them into Action Fraud

A presentation was delivered by the Money Laundering Investigation Unit (MLIU) to the Lloyds Banking Group in relation to identifying instances whereby the Proceed of Crime Act can be utilised. This information received by attendees provided them with a better understanding of how to identify instances when they suspect money obtained by fraudulent means is being utilised in a particular manner and the subsequent measures that should be taken.

Operation Broadway is an initiative led by the Economic Crime Department, working in collaboration with regulatory and law enforcement agencies (City of London Trading Standards, Scam Busters, Her Majesty's Revenue & Customs, Financial Conduct Authority and the Metropolitan Police Service) aimed at tackling criminals committing investment fraud (boiler rooms), operating within the City of London. A number of Op Broadway related presentations / stakeholder engagements were conducted during the last quarter providing both prevention and protection awareness against these type of frauds. Those that were specific to the City include;

- 4 joint presentations with Trading Standards, to reception staff and managers from the virtual and service office industry, in relation to raising awareness of how facilities could be utilised by fraudsters involved in boiler rooms;
- 1 presentation delivered concerning sharing of best practice to the crime investigative arm of the department for business, innovation and skills.

35. Counter Terrorism Work

Specific CT work in the reporting period includes:

- Promoting awareness of current threats from terrorism and domestic extremism, and protective security measures to mitigate these threats, Special Branch / Counter Terrorism delivered 47 briefings to the City community. Around 634 people received these briefings.
- Raising awareness and improving preparedness in the wake of recent weapons attacks, notably those in France, weapons attack response using the Stay Safe format has been a priority.
- Counter Terrorism Security Advisers delivered a Project Griffin to 70 people, a Grand Argus to 42, a Hotel Argus to 12 and a 4 x Business Argus to 45.
- To ensure the safety of police officers, staff, and visitors to police premises, a security briefing and review programme has been undertaken to raise staff awareness, and to better secure police buildings.

Section C – Hard to reach groups

36. Op Fennel continues to target aggressive begging and has now resulted in 25 ASBOs within the City boundary for persistent offenders. In excess of 500 tickets have now been issued to over 200 different individuals. This operation continues to gather momentum with other forces seeking involvement and advice on how to implement similar initiatives.
37. Operation Fennel has been evaluated by University College London (UCL). An independent evaluation has been completed by UCL after fresh analysis of new data. The findings and conclusions are consistently good and will provide an informed platform on how we can make appropriate developments to this operation.
38. After meeting and developing a working partnership with Camden Borough we are currently looking to meet with St Kathrin's and Wapping Neighbourhood Policing Team (NPT), Spitalfields & Banglatown NPT, and Tower Hamlets Met Police to discuss cross-border working particularly in the Tower Hill area. We will continue to monitor and share information with Metropolitan police officers targeting persistent rough sleepers/beggars who refuse to engage, and are entrenched on our borders. Operation Acton works closely with UK Border Agency and Broadway Homeless Services and targets persistent rough sleepers who refuse to engage and take accommodation that is offered. Those persons who refuse to engage are in the process of being targeted for arrest under the Vagrancy Act 1824.
39. Since the last report, Community Policing have run six proactive operations directly targeting Anti-Social Behaviour (ASB). These were intelligence led

operations in areas known for increased levels of ASB, and a variety of tools including Police Dispersal Orders were used on all six occasions.

Results have been:

- 4 arrests for Breach of Anti Social Behaviour Orders
- 5 persons summoned to court for Begging Offences
- 56 Op Fennel tickets given for Begging offences
- 48 persons dispersed using new Anti-Social Behaviour Powers Under Section 35 of the new Anti-Social Behaviour Crime and Policing Act 2014.

40. A Homeless 'Pop Up' Hub ran from 12th April until 17th April 2015. Police worked with the Corporation Substance Misuse Team and Broadway Homeless services to engage with the homeless community. All those attending were provided with assistance and information as to their individual needs.

41. City of London Police Cadets

A team of City of London Police Cadets took part in the O2 Touch Rugby challenge at Twickenham stadium, and flew the flag for the #WeStandTogether national campaign.

The chance-of-a-lifetime for our Cadets to play at the home of Rugby was arranged by the CoLP Rugby section's DCI John Osibote, together with Community Policing. Along with taking part in a top-class competition the Cadets were also raising money for the City of London Police Children's Charity.

The City team proudly unfurled their #WeStandTogether banner in support of the NPCC-led campaign promoting tolerance and denouncing hate crime in its many different forms. The 'We stand together' campaign is about the strength of everyone working together for the good of the community, and promoting the fact that community cohesion is driven by people proactively making an effort together to do good.

42. City of London Police Public Protection Unit (PPU)

In February the PPU along with some volunteers from Community Policing, the Vulnerable Victim Coordinator and staff/officers across the force held an awareness day around Female Genital Mutilation (FGM) in the City. The team focussed around Cheapside and the west of the City to target those working in the City to raise awareness around FGM being illegal, who could be targeted and where people could seek support. The idea was for people

to think about those they work with and the communities they live in as well. The event was received well by those who were spoken to, clearly expressing an interest and with positive comments on Twitter.

On 18th March, National Child Sexual Exploitation (CSE) Awareness Day, PPU initially launched Operation Makesafe in the City, a London wide initiative to raise awareness with hotels and licensed premises in order for them to identify victims and perpetrators of CSE. Response officers and Community Engagement officers assisted in handing out leaflets and posters to hotels/licensed premises to make their staff aware of signs to look out for and a presentation was given at the licensing forum in the same week. This is being followed up with a tri-borough training event for hotels/licensed premises which is taking place in the Guildhall on 15th May. Success/outcome will not be assessed until after this event.

43. 'Prevent' Engagement

'Prevent' is one of the four strands of the Government's CONTEST (Counter Terrorism) Strategy and aims to prevent people becoming radicalised and drawn into terrorism.

A number of Workshops to Raise Awareness of Prevent (WRAP) have been delivered to businesses, education establishments and Corporation departments by the Prevent Engagement officers in the last quarter. The 'Conviction' presentation continues to be delivered at the Griffin Workshop on the first Thursday of each month.

A WRAP session was delivered at Project Fawn to nursery staff based in the City of London. The team have been working with their Senior Management Team who are expected to assess the risk of pupils being drawn into terrorism, including support for the extremist ideas that are part of terrorist ideology.

Prevent awareness training has been organised for representatives who work in a safeguarding role from a number of businesses within the City. Having a variety of different businesses in attendance allowed organisations and companies to be able to send relevant staff to the training without having to abstract too many employees at the same time. The feedback was very positive and it is planned to run more of these training sessions in the near future.

Prior to the implementation of the Counter Terrorism and Security Act the team have been working with and supporting the Corporation in order to assist them in complying with their duty under the Act.

There is deep concern for the families that have been torn apart by fear when their loved ones are enticed into travelling to Syria and joining terrorist groups there. The Prevent Engagement Team in partnership with the Children's Social Services arranged a bespoke Prevent workshop specially

aimed at preventing young Muslims from travelling to Syria. The workshop took place on Saturday 21st March. The workshop highlighted the need to talk openly about these risks that are posed to our young people, and to work together to protect them. The majority of participants were mothers from the Muslim Community. They were made aware that should they feel uncomfortable speaking to the police direct about their concerns, there are other people who are trained and able to provide practical help and advice. The Children's Social Services team and the City of London can be contacted should they have concerns.

The Prevent Team were involved in the official City of London Police launch of #WeStandTogether on 30th March 2015. 'We Stand Together' is about promoting trust, integration and cohesion within communities, and police forces across the UK are promoting the message. The Campaign has been launched as a result of recent terrorist attacks in Paris and Denmark which has increased tension in some communities in the UK. The essence is to bring people together to promote cohesion amongst all community groups, especially those fearful of future attacks or hate campaigns.

Section D – Transient Community and / Visitors

44. Operation Regina

Operation Regina is the CoLP operational name for Hackney Carriage & Private Hire Vehicle enforcement within the City of London Police area, sponsored by Transport for London (TfL).

Operations are conducted on day and night time basis by uniformed officers and in partnership with the Taxi & Private Hire Directorate (TPH) Enforcement Team and Department of Work & Pensions (DWP), examining in excess of 5300 vehicles annually and reporting drivers for offences found with the City. Results of all these operations are produced at joint MPS STC & TfL Performance meetings, along with Quarterly Taxi Trade meeting hosted by TfL.

Officers were engaged in the TfL funded Safer Travel at Night (STaN) campaign, which highlights the dangers of using non-licensed vehicles for travel arrangements. 18 licensed premises venues were visited for night time entertainment and officers provided STaN publicity information for patrons.

45. Operation Port

Operation Port is the CoLP operational name for taxi touting detection and enforcement within the City of London Police area. A structured plain clothes team provide weekly deployments to areas outlined by TfL and the Safer Transport Operation Team (STOT) on night time economy locations experiencing taxi touts.

Within the City, 3 geographic zones were created in order to coordinate taxi touting enforcement, and provide analysis on deployments undertaken. There has been an increase in taxi touting arrests / summons put before City of London Magistrates with a 100% conviction rate for offenders reported or arrested for taxi touting and no insurance offences. A further link has been developed with MPS Child Sex Exploitation Unit who receive our intelligence linked to Op Port via ANPR data. This has led to further investigation by them into an unlicensed driver whom we have recently had a successful conviction at Court for multiple taxi touting offences.

On a Community aspect the concourse area of One New Change (shopping complex) was highlighted as an area of taxi touting activities by the Taxi trade and put on You Tube. STOT officers visited the location and liaised with the Security Department, and additionally visited the two licensed restaurants on the site believed to be using a PHV Operator. All persons suspected of conducting any taxi touting activities were banned from the concourse area, and the restaurants stopped using any PHV operator. Joint high visibility and plain clothes operations were undertaken (Police & TPH) in the locality and had a marked reduction in taxi touting complaints. The actions were noted and welcomed by the Hackney Carriage trade at the next Taxi Trade Partnership meeting hosted by TFL.

For the last 5 years there has been no recorded sexual offences in cabs within the City of London Police area, which is directly contributing to one of the key performance areas of reducing sexual offences in cabs.

Conclusion

This report informs Committee members of community engagement activity undertaken by the Force during the last quarter highlighting some issues raised and how the Force has addressed them.

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Committee: Police Committee	Date: 20 th May 2015
Subject: Equality Diversity and Human Rights Update	Public
Report of: Commissioner of Police Pol 29/15	For Information
<u>Summary</u>	
<p>This paper provides your Committee with an update on key Equality, Diversity and Human Rights (EDHR) related activities conducted by the Force since the previous report to your Committee. The areas covered by this report are:</p> <p>BME 2018 Action Plan – The College of Policing has requested that each Force develop an Action Plan. The plan is based on force specific results of the BME 2018 survey conducted in 2014.</p> <p>LGBT Network Stonewall Update – The Force underwent an updated review with Stonewall of the Equality Index. The LGBT network are working on a development plan which aims to improve our ratings in the Equality Index and in doing so make the Force a more inclusive employer in relation to the LGBT Community.</p> <p>ENEI Network Membership – The City of London Police is now members of ENEI. The benefits of membership are outlined in the report and the advice and support offered can be made available to Police Committee.</p> <p>Equality Improvement Model (EIM) – The Force has recruited an outside consultancy to audit its evidence in relation to the EIM. This will provide independent evidence of compliance.</p> <p>Business Disability Forum (BDF) Update – BDF assessment has shown that the Force already does some really good work in regards to disability. The action plan that has been drafted will provide a framework for improvement and learning.</p> <p>Recommendation It is recommended that this report be received and its content noted.</p>	

Main Report

Background

At your committee meeting in January the Commissioner undertook to provide Members with a quarterly update on matters relating to the Equality, Diversity and Human Rights Portfolio. This report highlights the work that is being carried out across key areas in relation to EDHR.

BME 2018 Survey

A survey of Black and Minority Ethnic (BME) officers was conducted by the College of Policing BME Progression 2018 Programme team. The object of the survey was to support the design and development of work to improve equality within the police service. The online survey was open to all serving BME officers and was conducted between February and April 2014. As a result of the survey, forces were given guidance on best practice from across the country, to assist in improving BME representation. The report also outlined practical advice on positive action initiatives. As a result of the survey the Force has developed an action plan which highlights areas for improvement and documents work currently underway across the Force.

The EDHR board will provide scrutiny of the plan and will be directing specific tasks to the Directorates. These tasks will look at issues around equality and inclusion and will report back quarterly on the progress made. This oversight will ensure that there is strict governance in place and hold Directorate Heads to account. The SIA lead on EDHR will provide a Police Committee perspective in this area.

The Staff Support Networks are fully engaged in the process and provide knowledge and expertise particularly in the areas of promotion, retention and recruitment. Any work we undertake will, where appropriate cover Police Staff as well as Police Officers, to ensure that we are linking progression across the organisation.

The plan will drive progress and seeks to deliver a City of London Police that better reflects the community it serves.

An abstract from the report is attached below which highlights the makeup of BME officers in the City of London. The small residential population of the City does affect the “point gap” data.

London, City of

	Mar-10	Mar-11	Mar-12	Mar-13	Mar-14
Total Officer Volume	852	878	831	774	746
BME Officer Volume	45	51	48	45	45
BME Officer - % Representation	5.3%	5.8%	5.8%	5.8%	6.0%
BME Local Population - % Representation (Census 2011)	40.2%	40.2%	40.2%	40.2%	40.2%
% Point Gap between BME Officer Representation and BME Population Representation (Force)	-34.9%	-34.4%	-34.4%	-34.4%	-34.2%
% Point Gap between BME Officer Representation and BME Population Representation (England and Wales)	-9.4%	-9.3%	-9.1%	-9.0%	-8.8%

LGBT Network Stonewall Update

The Force has undergone a review by Stonewall in relation to their Equality Index. Our ranking was 182 out of 392, which was an improvement of 122 places on the previous inspection period. This improvement was commented on by Stonewall as being “Exceptional”. This is as a result of the work carried out by the LGBT network supported by the EDHR team. Many initiatives have been implemented and the network are currently working with MPS and Stonewall to develop a senior leadership course for LGBT senior officers and a cross force mentoring project with Westminster Borough and BTP London.

The LGBT support network has developed an Action Plan as a result of the Stonewall Equality Index to assist the force to develop the recommendations highlighted by the review. The Action Plan is divided into four areas namely Organisational LGBT Objectives, Staff Training Development, LGBT Networking and communication. Areas of the plan are integrated into the overall EDHR Action Plan to reduce duplication and to widen some of the work to cover other protected characteristics.

The EDHR unit are working with the LGBT network on gathering submissions for the 2016 index. The aim is to involve all staff and Directorates in collecting evidence and putting actions in place to improve our rankings in the 2016 index.

Employers Network for Equality and Inclusions

To ensure that the City of London Police continue to provide a high level of service through the EDHR department the City of London Police have become members of the Employers Network for Equality & Inclusion (ENEI) which is the UK's leading employer network covering all aspects of equality and inclusion issues in the workplace. They focus on delivering high quality practical advice, products and services to its members.

Our corporate membership provides a range of benefits including advice, guidance and support on equality and inclusion issues from expert specialists in this field. The decision to become members of ENEI and take advantage of the services it provides follows an internal review of the Force's EDHR unit.

The Employers Network for Equality and Inclusion has an impressive reputation for working with its members to promote and achieve best practice in equality and inclusion in the workplace. Practical help and support provided to ENEI members includes access to:

- Guidance documents and toolkits on equality and inclusion issues across all the equality strands / Protected Characteristics in the Equality Act 2010;
- Dedicated advice and guidance helpline (including legal advice);

- The latest research findings on equality and inclusion themes;
- A range of training workshops and materials plus attendance at conferences and network events aimed at promoting equality and diversity best practice and achievements.

The partnership with ENEI will provide the Force with access to expert advice and guidance and this information can also be accessed by Police Committee through the EDHR unit. The unit will work with the Town Clerks department to identify any areas that may be of use to your committee and act as a conduit for information.

Equality Improvement Model (EIM)

The Equality Improvement Model (EIM) published by the College of Policing has replaced the Equality Standards for the Police Service (ESPS). Through a single process for capturing evidence and information, forces can use the EIM to demonstrate their progress against equality objectives.

In 2014 the Force undertook an external audit of our ESPS evidence and was the only force in the UK to secure such independent assessment. In order to validate our EIM evidence the Force has procured the services of an independent organisation, Inclusive Employers, a leading membership organisation for employers looking to build inclusive workplaces. The assessment will take place 14/15 May and the findings will be reported back to the first available committee.

Business Disability Forum Update

In 2014 the Force undertook an assessment by the Business Disability Forum, assisted by members of the Disability Enabling Network (DEN). The result of the self assessment has been drafted into an action plan, in order that the Force can improve on its performance in relation to disability and build on the good work already started. The action plan has been based on the format recommended by the BDF with a key element being the assignment of a lead to each area in order to drive forward improvements. This creates a disability strategy across the whole organisation – from candidates and employees to service-users and the wider general public. This plan will be monitored at EDHR Board to ensure that actions are completed.

Conclusion

The Force continues to work on EDHR issues, with strong oversight through the QoS/EDHR Board. In addition acting on feedback from external benchmarking exercises assists the Force to incorporate best practice into its processes. Regular reporting to your Committee ensures a rigorous scrutiny process is in place that holds the Force to account on its performance in this important area.

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<p>Committee(s):</p> <p>Police: Economic Crime Board</p> <p>Police Committee</p>	<p>Date(s):</p> <p>1st May 2015</p> <p>20th May 2015</p>
<p>Subject:</p> <p>National Lead Force Strategic Documents</p>	<p>Public</p>
<p>Report of:</p> <p>Commissioner of Police</p> <p>Pol 24/15</p>	<p>For Information</p>
<p><u>Summary</u></p> <p>At the last ECB we presented a report entitled ‘A narrative for fraud’ which explained to our key partners and stakeholders how we have led and are continuing to lead a transformation in the way the Country tackles the rapidly growing and evolving threat of modern fraud and cyber-enabled crime. We advised that we would be taking these themes forward through a number of strategic documents starting with an overarching National Policing Strategy out of which would fall a number of supporting themes including that of better protecting the community from fraud and providing better support for victims. The National Policing Strategy has received the formal support of the Police Crime Business Area and we have undertaken collaborative work with policing and partners within the Home Office and elsewhere to develop the supporting strategies. The crime prevention strategy has also now received CBA support. We are also now developing a draft collaborative strategy for the support to victims. These strategies are now all subject of work by national police working groups led through our chairing of the Economic Crime Portfolio to support implementation at the national and local levels. The three documents are attached as Appendices 1-3.</p> <p><u>Recommendation.</u></p> <p>Members are invited to note the contents of the attached reports.</p>	

MAIN REPORT

1. Background

We have worked in collaboration with partners within policing and beyond including the Home Office, the National Crime Agency and private and third sector stakeholders to deliver a series of key strategies to guide the national response to fraud. The aim of the overarching fraud strategy is to reduce the impact of fraud (its volume, value and personal impact), support victims and ensure UK policing has a

sustainable and credible response to this type of crime. The crime prevention and victim support strategies take particular aspects of this further to provide a coherent and comprehensive approach to policing fraud.

2. Current Position

National Policing Fraud Strategy

The fraud strategy (attached) was developed with considerable consultation with interested parties and the final version represents the inputs of the Home Office and NCA among others. National Policing Crime Business Area fully endorsed the National Policing Fraud Strategy. The Strategy sets out how Policing will:

- Make most effective use of the variety of tactics and techniques available to policing under the '4 Ps' including doing more to 'protect' communities.
- Best integrate the national, regional and local resources and capabilities
- Tackle both volume crime and support the NCA in tackling serious and organised crime.
- Ensure the focus remains on the key outcome – reducing the impact of fraud including supporting victims.

We now have several workstreams in place to develop and implement aspects of the strategy including support to victims and Protect so that the impact of the strategy can be felt at the practical level. This will be taken forward through the Economic Crime Portfolio involving a number of groups drawn from appropriate representatives from every police region. The Strategy is attached at Appendix 1.

Protect Strategy

The Crime Business Area also endorsed the Protect strategy which fell out of the overarching fraud strategy. The aim of this strategy is to reduce the impact of fraud; reducing the volume of crime, the value of the losses incurred and the wider impact on the quality of life for individual victims. It will do this by:

- Putting in place a National Economic Crime Prevention Centre.
- Establishing a National Fraud Prevention Network
- Integrating 'protect' activity within the overall strategy for the policing of fraud under the National Police Coordinator

We will use the above structure to deliver:

- An enhanced threat picture
- Empowerment of individuals and organisations to protect themselves
- More effective evidence based designed-in fraud protection bespoke to individuals and groups most at risk
- Engagement of the volunteering community

We have already been put the mechanisms for this in practice working with police and Home Office partners and others to do so creating a comprehensive network across every police force in the country and supported by a dedicated central team

within the NFIB. We have just received notification of new central government funding to support the new central team. The Protect Strategy is attached at Appendix 2.

Victim Strategy

We are currently working with partners across policing, victim support and other third party sector groups developing a victim strategy to support the national fraud strategy. Our aim is to put in place a system that delivers the appropriate care to victims in a consistent and responsive manner. We intend to place particular emphasis on addressing the needs of vulnerable and repeat victims. We are clear that this process will of necessity be different from that adopted for victims of other crime types given the national to local nature of our response and the separation between point of reporting, investigating force and victim's local force. We will be continuing work undertaken with partners including the Home Office, during the pilot of a centralised victim care unit to see how vulnerable victims can best be identified and 'fast-tracked' from Action Fraud reporting, ahead of crimes being disseminated. There is also a particular impact on victims of this crime type which also needs to be reflected in our response. A draft is attached at Appendix 3 for the information of Board members, prior to external circulation. We will share further versions of this strategy as we reflect the outcome of the consultation progresses.

Conclusion

We have delivered on behalf of and with the collaboration of policing an overarching strategy to guide the national response to fraud. Following from this we have also provided the strategy to deliver the crime prevention ('Protect' in Home Office parlance) aspects of this and are working with partners to develop the victim support theme of the fraud strategy. As we develop the strategy together with partners we are putting in place the necessary working groups to ensure they are put into practice at the operational level.

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Attachments:

Appendix 1 - National Policing Fraud Strategy

Appendix 2- National Policing Fraud Protect Strategy

Appendix 3- Draft National Policing Strategy for the Victims of Fraud

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National Policing Fraud Strategy

Draft prepared by the National Police Coordinator for Economic Crime January 2015

DRAFT

INTRODUCTION

This is the National Policing Fraud Strategy produced by the National Police Coordinator for Economic Crime through the Crime Business Area in consultation with chief officers and their staff. It is designed to support chief officers in meeting economic crime aspects of the Strategic Policing Requirements and their own local priorities. It also outlines assistance available to forces and police and crime commissioners in identifying and meeting their local economic crime priorities.

The Commissioner of the City Of London Police was tasked with coordinating the police response to fraud, and with creating a number of national level resources including the National Fraud Intelligence Bureau (NFIB) and a number of specialist enforcement teams.

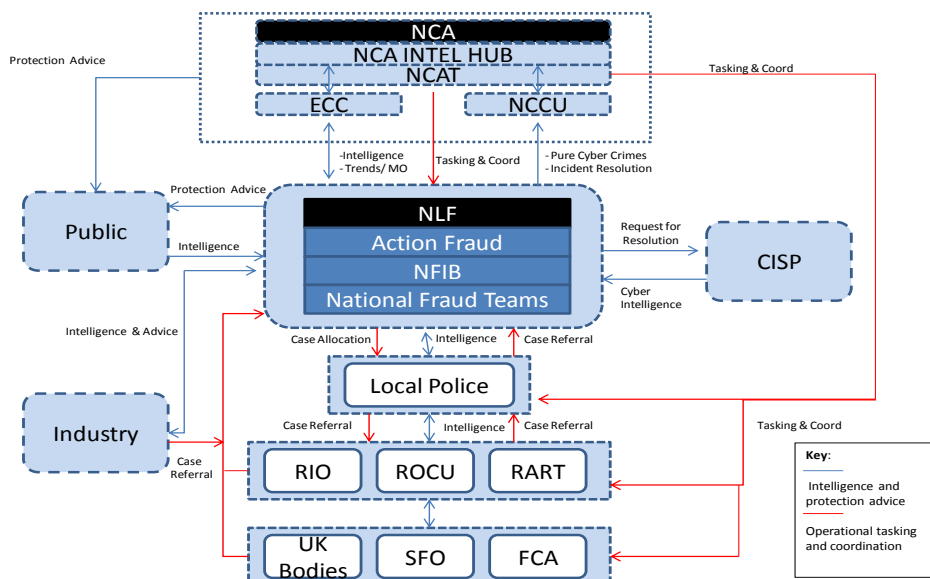
In October 2013, Economic Crime Command (ECC) of the National Crime Agency (NCA) became operational and assumed responsibility for leading, supporting and coordinating the national response to economic crime – including law enforcement, regulatory bodies and the private sector. Alongside this Regional Organised Crime Units (ROCU) developed their regional fraud capability to tackle organised crime groups at that level.

CONTEXT

The Fraud Review of 2006 identified that the police service response to fraud was uncoordinated and under resourced and identified a need to tackle fraud in a more effective manner at the national, regional and local level.

Despite these many developments at the national and regional level, it is recognised that the key role in the policing of fraud is played at the local level.

Fig 1: Counter-fraud landscape – intelligence and tasking workflows



THE NEED TO ACT

In contrast to many crime types the volume of reported fraud is growing. It is becoming more complex and diverse in nature and uses cyber technology to cross both national and international boundaries.

Fraudsters, whether operating as part of organised crime groups or as individuals, are increasingly sophisticated, innovative and capable, using emerging technology and societal trends to create new opportunities by exploiting gaps in individual and corporate victims' defences.

At the same time our communities, and police and crime commissioners as their representatives, are becoming

increasingly aware of the scale of this crime type and that it is not victimless, on the contrary tragic examples have only served to demonstrate the real impact on victim's lives and livelihoods. As a result policing is increasingly being asked to outline their response to fraud and the priority accorded to it.

Furthermore, the Strategic Policing Requirement highlights that economic crime, including fraud, is a key element of the organised crime threat (at the time of writing over 20% of the priority organised crime groups are mapped as having an involvement in economic crime). Police and crime commissioners are required to have regard to this threat in developing their police and crime plans.

Fig 2: Organised Crime Groups mapped as having involvement in economic crime, intellectual property crime and counterfeit currency (30 June 2014)



AIM

The aim of this strategy is to reduce the impact of fraud. It will do this by:

- Reducing the volume of crime, the value of the losses incurred through crime and the wider impact on the quality of life for individual victims.
- Supporting victims of fraud ensuring that they receive an appropriate service from policing in partnership with other agencies such as Victim Support and other Government departments (such as Social Services).
- Ensuring that UK policing (working with partners such as the National Crime Agency) has a sustainable and credible response to the growing threat from fraud.

SCOPE

This document is written at a strategic level to outline how the police service of England and Wales will tackle fraud impacting on individuals and businesses at a local, regional and national level; it does not seek to prescribe operational or local delivery. It complements the Strategic Policing Requirement and the National Control Strategy (which ranks Fraud against the Individual, Private & Third Sectors as a high priority threat) as well as priorities of other national policing leads in related areas (including, cyber crime, digital investigation and crime prevention).

Cyber-enabled crime

Cyber crime, in its broadest sense is not within the scope of this strategy. However, 40% of the frauds reported through Action Fraud in 2012 were committed online and this is likely to

continue increasing year on year. It is reported that 70% of recorded fraud involves some form of cyber enablement including telephony, the internet, or e-commerce.

Any fraud strategy must therefore be written in the context of cyber-enabled crime. The National Fraud Intelligence Bureau will support national policing as the national reporting centre for cyber crime. It will also improve knowledge and awareness of cyber-enabled crime, increasing our collective understanding of the scale and threat that it poses, and methods used, thereby assisting in the identification of priorities. It will help to spread 'protect' advice through its alert system and support 'pursue' activity through its intelligence disseminations. The National Crime Agency's National Cyber Crime Unit is responsible for leading the overall response to cyber crime, coordinating multi-agency activity and providing specialist cyber support and expertise across law enforcement.

STRATEGY

The economic crime operating model

In order to effectively tackle economic crime, including fraud, it is helpful to understand the means by which it operates at both the micro and macro level. Economic crime is increasingly practised by both traditional fraudsters committing volume crime and by organised crime groups who recognise its value as a lucrative and relatively safe addition to their other criminal activities.

Fraudsters are, by virtue of their activities, supported by additional

criminal networks including identity crime (eg victim data and false identity) cyber crime (both cyber-dependent and cyber-involved) and other professional and technical enablers. Money obtained through economic crime will either be laundered, retained to fund the lifestyle or returned to fund further crime.

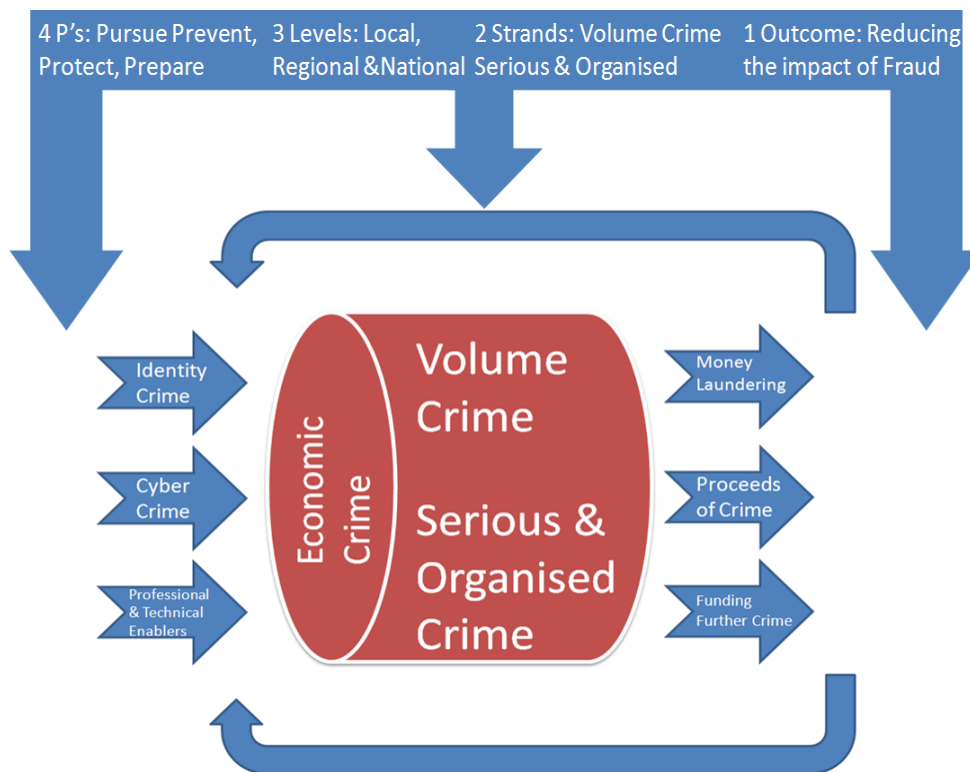
Response to fraud

The Strategy will be intelligence led, supported by the National Fraud Intelligence Bureau and characterised

by partnership working among law enforcement agencies and with the private sector.

Local resources will support regional and national priorities where appropriate but local forces will in turn be able to draw upon national expertise and capability. The strategy is based around a 4-3-2-1 model and is to envelop the whole economic crime operating model as summarised below:

- 4 Ps** – using the most effective mix of *'pursue', 'protect', 'prevent', 'prepare'*
- 3 levels** – addressing economic crime at the national, regional and local levels
- 2 strands** – tackling both serious, organised crime and traditional volume crime
- 1 outcome** – reducing the impact of fraud



THE 4Ps

4

The 4Ps approach has previously been used in counter-terrorism, is central to the Serious and Organised Crime Strategy and is now being applied to economic crime. The 4Ps as they relate to economic crime are summarised at **Appendix 1**.

Pursue

The police service ‘pursue’ ambition is to reduce the fraud threat through the investigation of individuals and groups engaged in fraud and the disruption of their activities. Guidance to those investigating fraud is available as part of the Fraud Authorised Professional Practice.

The nature of volume fraud, particularly when cyber-enabled, often from overseas, means that it will not always be feasible for the police to investigate and pursue an offender with the core aim of securing

conviction and a custodial sentence. However, the needs of the victim can often be met through the broader range of positive outcomes set out by the Home Office. Public expectations and the ambitions of investigators should therefore be managed accordingly.

Where it is feasible to do so, UK policing, will use all available capabilities to tackle criminals operating outside national jurisdiction. This will include options such as international letters of request and mutual legal assistance, as well as bilateral capabilities presented by the National Crime Agency’s international liaison officer network, and more common ‘police to police’ channels through multilateral agencies, such as Interpol and Europol.

Such operations will normally be coordinated by the National Crime Agency and City of London Police.

There will be an increased emphasis in disrupting fraud, denying criminals access to the technical and other elements they need to enable their crimes.

Where it appears that an investigation is unlikely to be effective the National Fraud Intelligence Bureau will work with its industry partners to deny criminals access to their technical communications, internet and e-commerce tools. Operations will also be conducted by police to disrupt criminal activity by, for example, targeting professional enablers such as dishonest or misguided lawyers and accountants, or conducting pre-emptive action to deny access to office space used to facilitate investment frauds.

As part of its pursue activity policing will use all available legislation to recover assets stolen. Regionally, this forms part of the broader remit of the Regional Asset Recovery Teams.

Prevent

The police service '*prevent*' ambition, not to be confused with crime prevention (see '*protect*' below), is to stop individuals becoming involved in fraud or providing support for economic crime criminal activity. This is a less well developed aspect of the 4Ps approach and the National Policing Coordinator for Economic Crime will work alongside others to:

- improve knowledge and understanding of the criminal career pathways to economic crime in order to inform proactive, multi-agency interventions
- identify the professionals and businesses that enable economic crime

- identify individuals likely to re-offend and suitable for offender management regimes
- design prevent interventions for application by the police service and others

Protect

The police service '*protect*' ambition is to strengthen the protection of individuals, communities, systems and infrastructure against fraud. The intent is to create or encourage the conditions in which crime prevention against fraud, particularly when cyber enabled, mirrors the best aspects of physical crime prevention. Were this condition to prevail:

- industry will design-in crime prevention to their technologies and processes
- individuals will be educated in, implement and take responsibility for their own crime prevention precautions
- the police will identify and advise on poor application of crime prevention processes and focus proactive effort where the threat is greatest

Once a crime has occurred the third sector will respond by repairing the damage and restoring security for vulnerable victims. Victims will also be offered reassurance and advice to avoid becoming repeat victims.

The precursor to this is a general threat awareness and an understanding that individuals and organisations can do much to protect themselves.

Local forces, their local councils and crime prevention partners will be

supported by the National Economic Crime Prevention Centre as required. This 'national to local' network will provide central resources and support to local crime prevention activity and will use local resources to help deliver national crime prevention campaigns.

Where required, the Economic Crime Prevention Centre will arrange training to provide those involved in traditional crime reduction with the additional knowledge to advise on fraud and cyber enabled crime. The Economic Crime Prevention Centre will also act as a focus for partnership working, engaging with national police leads for related crime areas, the relevant official departments, industry, the third sector and victim representatives.

Prepare

The police service '*prepare*' ambition is to reduce the impact of fraud firstly by understanding and dealing effectively with the current and emerging threat and when such crime has occurred by ensuring that victims are well supported.

The Economic Crime Prevention Centre will work with partners including the National Crime Agency and those in industry and academia to ensure that the changing nature of the threat is observed and reported.

As the national centre for fraud and cyber crime reporting, the National Fraud Intelligence Bureau plays a key role at the national strategic and local level in ensuring that the threat is understood and communicated.

The National Fraud Intelligence Bureau will respond to emerging and specific threats by issuing alerts to industry and guiding the prioritisation of crime prevention '*protect*' activity.

Action Fraud will continue to provide the initial victim care, issuing appropriate crime prevention advice at the point of contact and updating victims on the progress of their report until it has been disseminated to a force for investigation.

3 THE 3 LEVELS – National Regional Local

National

The police service holds a number of capabilities and responsibilities at a national level.

Central reporting intelligence and crime packaging



With a universal reporting system (Action Fraud) and a national resource (the National Fraud Intelligence Bureau) for collecting, enhancing and disseminating intelligence the police service of England and Wales is well placed to deliver intelligence led policing of economic crime.

The National Fraud Intelligence Bureau will provide crime intelligence and developed assessments at the local, regional and national level. This intelligence will support all four activity areas (not just the enforcement element of 'pursue') identifying, for example, new or cyclical threats, victim types and victims vulnerable to repeat attack. In order to ensure a comprehensive intelligence picture policing will seek to encourage full reporting of fraud, exploring regulatory and legal avenues if required.

National fraud investigation capability

The police service has, through the City of London Police (as the national policing lead for fraud), the capability to investigate those frauds whose

complexity, impact, range or sensitivity make them less suited to investigation by a local force or regional unit.

Specialist fraud investigation capability

The City of London Police provides policing, in conjunction with private sector partners, with specialist investigation capabilities to tackle specific types of fraud including intellectual property crime, insurance fraud and payment fraud. This capability is deployed nationally with operational support from local forces.

Case Study: Specialist Fraud Investigation

In October 2013, the industry-funded Insurance Fraud Enforcement Department coordinated the arrest of 30 suspects in the UK's largest ever ghost broking operation. Ghost brokers prey on individuals by offering unrealistically cheap deals online and in person leaving motorists believing they have bought insurance cover when they have not. The Insurance Fraud Enforcement Department assisted by City of London, Greater Manchester, Leicestershire, Metropolitan, Thames Valley and West Midlands police forces successfully executed 28 search warrants around the country. 170 police officers across the 6 forces were involved. This operation also led to the closure and disruption of 8 websites, 50 email addresses, 29 free ads and 7 telephone numbers and seizure of criminal assets such as cash and valuable items.

The National Economic Crime Prevention Centre networks into existing crime prevention assets at local and regional level thereby enabling better delivery of fraud and cyber-enabled crime prevention advice alongside traditional crime prevention activity. Crime prevention activity is discussed more fully under 'protect' above.

Support to victims

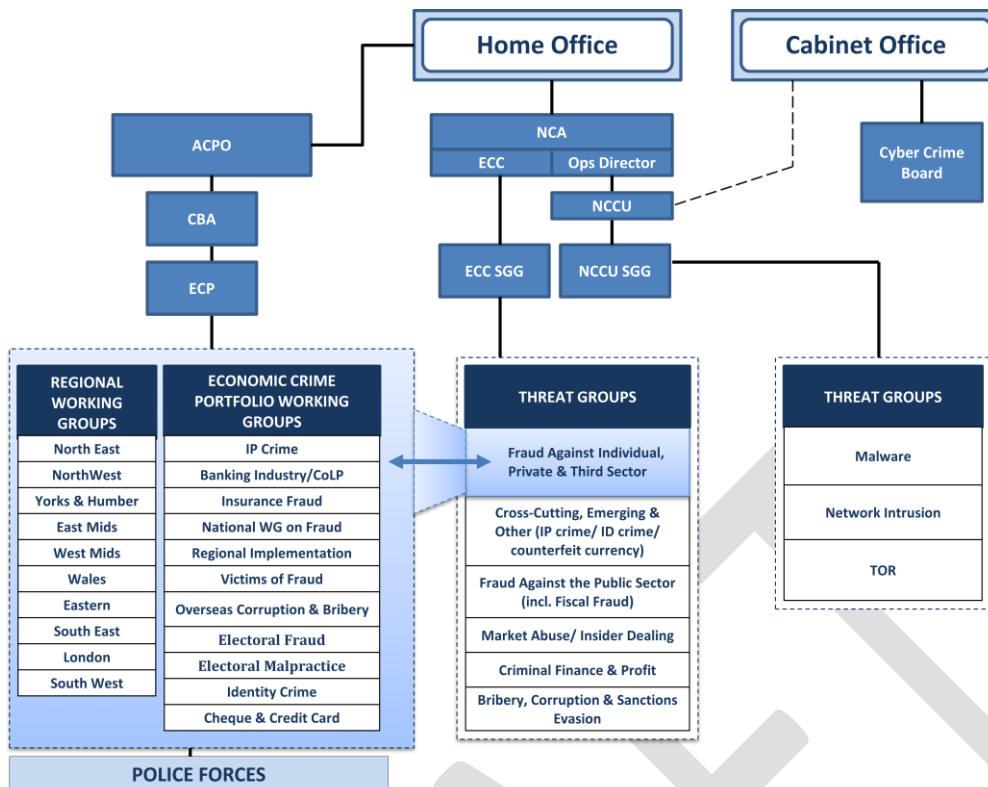
Support to victims remains the responsibility of the local force in whose area the victim normally resides. Some forces may consider the use of Special Constables as part of this response and centralised assistance with their recruiting and training for this purpose is available. Trials of centralised victims care units are being undertaken in a number of areas including London. Nationally, Action Fraud will provide suitable advice to victims, sign-post them to national and local resources and inform them of the action taken as a result of their report – until the point where it is disseminated to a force as a crime package. Victims will be referred to Victim Support by Action Fraud, unless they opt out. The National Fraud Intelligence Bureau will disseminate victim details, where known, regardless of whether or not the Action Fraud report can be developed into a viable crime package.

Coordination

The police service response to economic crime is coordinated by the National Police Coordinator for Economic Crime who will use the Economic Crime Portfolio and its associated working groups along with the National Crime Agency's Individual, Private and Third Sector Threat Group as primary mechanisms for engagement and delivery. This is shown in figure 5 below:

Fig 5: The National Crime Agency and policing structures

Appendix 1



Oversight

Whilst governance for police performance sits at the local level with police and crime commissioners, high-level oversight of the police response to fraud is maintained at the national level and reported to Ministers through a strategic oversight board.

The National Police Coordinator for Economic Crime and the National Policing Lead for Cyber-Crime are required to advise the board on action being taken to improve the police service response to fraud and cyber-enabled crime, both nationally and locally.

The National Police Coordinator for Economic Crime represents policing at this meeting, giving details on the level of crime reporting to Action Fraud, the number of crime packages disseminated to local forces and the number of positive outcomes reported back by forces to the National Fraud Intelligence Bureau.

Regional

Police capability at the regional level is provided by the Regional Organised Crime Units and their Regional Fraud Teams or equivalents. Whilst this capability is focussed primarily on targeting the organised crime groups of greatest concern to their region, Regional Fraud Teams may undertake investigations into other fraud crimes referred to them by a local force where the regional nature and complexity of the case makes it appropriate to do so. It will normally be the regional fraud team lead that represents the forces in their area at the Economic Crime Portfolio meeting.

Local

The size and nature of the local response to economic crime varies considerably, with some forces committing specialist units to tackling it whilst others absorb it in the workload of other departments.

The National Policing Coordinator for Economic Crime maintains a register of fraud capability and is available to support police and crime commissioners and chief constables in discussion over resourcing against their local threat. Police forces receive regular updates to their local fraud and cyber threat profile from the National Policing Lead for Economic Crime as well as being sighted on the data reported to the Strategic Oversight Board.

Chief constables and police and crime commissioners are encouraged to use this information in their decision making, calling on clarification and advice from the National Policing Lead for Economic Crime if they wish to do so.

Police forces have nominated to National Policing Lead for Economic Crime an appropriate member of staff to act as the point of contact for fraud matters and this network will be used to communicate, consult and coordinate on relevant issues.

National to local – The end to end process

The national policing response to fraud recognises the evolving nature of fraud as a crime type and the need to adapt accordingly. Previously, a local force will have viewed an incidence of fraud, based on the report of an individual victim in their area, as a low value crime with little prospect of identifying the criminal who, in all likelihood, was not within their jurisdictional area. Using the national to local process outlined below, policing is now able to see the true extent and value of a reported crime, mapping its victims across force boundaries and designating the most appropriate force to investigate, based on intelligence on the criminals involved. The local force is supplied by the National Fraud Intelligence Bureau with all the intelligence available, gathered from sources across the country and beyond.

All crime reports received by Action Fraud are passed to the National Fraud Intelligence Bureau where they are ingested into the 'Know Fraud' system and automatically analysed against all existing Know Fraud data to establish common links. The resulting networks are then scored for viability against agreed criteria with those that meet the scoring threshold being enhanced by analysts and researchers who will search a number of open source and restricted systems. Where

this is deemed to lead to an investigative opportunity (again against agreed scoring criteria) a report is disseminated to the appropriate force, selected in accordance with the Home Office Counting Rules for Fraud. In all cases, whether a report is disseminated or not, details, including those of victims, are made available to police forces for local decisions to be made as to investigation, intelligence and support to victims. Individual forces are responsible for investigation of crimes disseminated to them, support to victims in their area and any development of intelligence. On conclusion of the investigation forces will report Home Office outcomes back to NFIB where they will be collated and form part of national reporting on the Police Service response to fraud.

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2 THE 2 STRANDS – Serious, organised Volume crime

There are two broad strands through which law enforcement is tackling economic crime. One strand, often referred to as volume crime, is essentially victim-focussed aiming to prevent individuals or organisations from becoming victims and supporting them when they do. The other is perpetrator-focused and aims to identify and tackle the most serious organised crime. Both approaches, when successfully pursued, will lead to a reduced impact of fraud.

Volume crime

The first Peelian principle of policing, that the basic mission for which the police exists is to prevent crime, applies as much to fraud as to any other crime type. Responsibility for protecting the local community from crime, and, when this fails, for pursuing those who commit crime and recovering criminal assets, rests with the local police force (although they may be supported through national resources and coordination).

This local responsibility is not diminished by virtue of central reporting through Action Fraud. The principle to be followed is one of local delivery supported by national resources, support and coordination. Priorities will be set by police and crime commissioners with their chief constables, informed in their decision-making by local threat profiles provided for them by the National Fraud Intelligence Bureau.

Serious and organised crime groups

The Crime and Courts Act 2013, gives the National Crime Agency the responsibility to lead the overall effort to tackle serious and organised crime, in conjunction with the rest of UK law enforcement.

The purpose of the National Crime Agency's Economic Crime Command is to reduce the impact of economic crime (including the financing of serious and organised crime) on UK society and the UK economy. It will develop a strategic approach to tackling the economic crime threat that reflects the four strands of the Serious and Organised Crime Strategy: *'pursue', 'protect', 'prevent' and 'prepare'*.

The police service will support the National Crime Agency in tackling those organised crime groups involved in or supported by economic crime. This support to the national Crime Agency will often, though not exclusively, be provided by the regional organised crime units and their regional fraud teams or equivalent. Where required, the National Police Coordinator for Economic Crime will coordinate the policing input into any national, multi-agency approach on behalf of the National Crime Agency.

Priorities will be set in the Strategic Policing Requirement and the National Control Strategy. These are in turn informed by the National Strategic Threat Assessment, further refined by the Economic Crime Command's threat groups (primarily the fraud against individuals, private and third sector threat group) and by the Economic Crime Portfolio working

groups. This will be underpinned by the organised crime group mapping process.

Case study: Multi-agency approach to serious and organised crime



Operation Rico is the first time there has been a coordinated multi-agency investigation against cross-border networks of boiler room fraudsters. Whilst the majority of boiler rooms identified were located in Spain, there have also been hubs identified and significant arrests made in Serbia, Romania and the USA.

The operation involves UK and Spanish Police, National Crime Agency, Financial Conduct Authority, Serious Fraud Office, Crown Prosecution Service and US Immigration and Customs Enforcement, Homeland Security Investigations and the US Secret Service.

The groundbreaking partnership between UK and Spanish law enforcement agencies has led to a total of 110 arrests after 35 warrants were executed at private addresses and in buildings where boiler room operations were allegedly being conducted.

Within the Operation Rico investigation were 10 tier one criminals with alleged links to organised crime and drugs.

THE 1 OUTCOME – Reducing the impact of fraud

1

The desired outcome is to reduce the impact of fraud.

This ambition includes reducing the volume of reported crime, the value of the losses incurred through crime and the wider impact on the quality of life for individual victims. The National Policing Fraud Strategy seeks to reduce the impact on individuals and on businesses. Indicators of impact (ie volume and value) will be measured through Action Fraud reporting and National Fraud Intelligence Bureau analysis. As part of the outcome policing will support victims of fraud ensuring they receive an appropriate service from policing, in partnership with other agencies including Victim Support and Government departments. UK policing (working with partners such as National Crime Agency) will have a sustainable and credible response to the growing threat from fraud.

SUMMARY

Policing faces a new and evolving threat from fraud, particularly fraud committed using cyber technology. It must act to reduce the impact on victims, individual and corporate. Policing will tackle this threat leading in the fight against volume crime and supporting the National Crime Agency in the fight against organised crime.

The challenge will be met using resources at the national regional and local level using the full range of options available: *'pursue'*, *'protect'*, *'prevent'* and *'prepare'*.

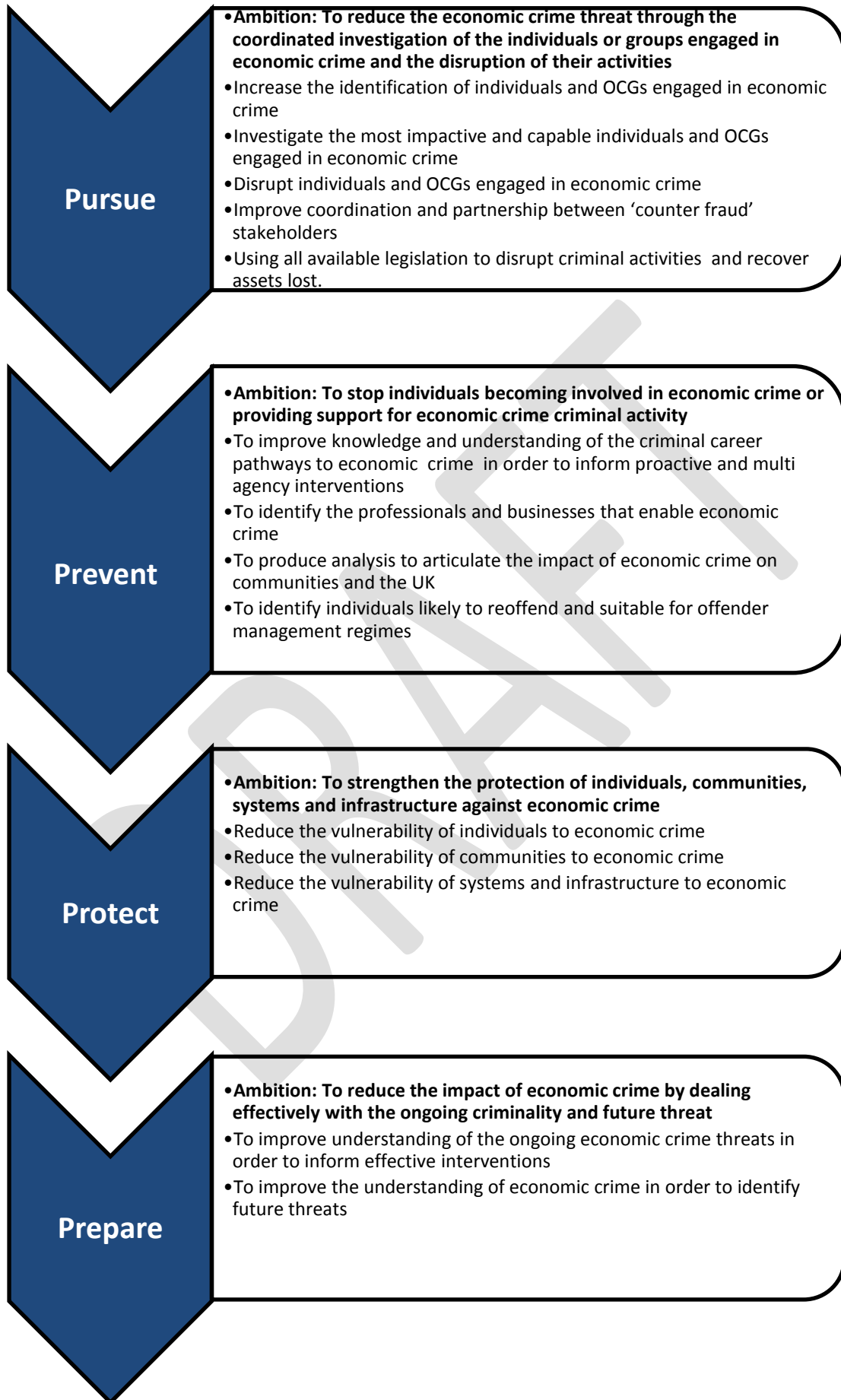
Particular onus will be placed on the *'protect'* strand with a national to local

network supporting both national and local crime prevention initiatives.

In addition to local governance there will be national oversight with the National Police Coordinator for Economic Crime reporting on behalf of policing and coordinating action to improve the police response to fraud where that is required.

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APPENDIX 1: THE '4 P's APPROACH



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National Policing Fraud “Protect” Strategy

Draft prepared by the National Police Coordinator for Economic Crime V2.1 February 2015

PROTECTING THE COMMUNITY FROM FRAUD

Introduction: This is the draft National Policing Fraud 'Protect' Strategy produced by the National Police Coordinator for Economic Crime (NPCEC). We are developing this through the Crime Business Area in consultation with chief police officers and their staff. It is part of the national policing strategy for fraud and is designed to support chief officers in delivering crime prevention aimed at reducing the impact of fraud in their communities. It builds upon existing crime prevention resources and best practice whilst recognising that some additional response is required. This document is best read in the context of the National Policing Fraud Strategy.

Strategy Aim: The aim of this strategy is to reduce the impact of fraud; reducing the volume of crime, the value of the losses incurred and the wider impact on the quality of life for individual victims. It will do this **by**:

- Putting in place a National Economic Crime Prevention Centre.
- Establishing a National Fraud Prevention Network
- Integrating 'protect' activity within the overall strategy for the policing of fraud under the National Police Coordinator

We will use the above structure to deliver:

- An enhanced threat picture
- Empowerment of individuals and organisations to protect themselves
- Designed-in fraud protection
- Engagement of the volunteering community

We will seek to have fraud and cyber crime prevention 'designed in' to the technology and processes employed by individuals and organisations and will work with business and academia on this. To encourage business engagement in this we will explore, with partners, including government, how best to ensure that companies take all appropriate and reasonable steps to prevent crime and protect personal data in their possession.

The Case for Prevention: The National Fraud Authority's Annual Fraud Indicator for 2013 put loss to the UK economy from fraud at £52 billion, equating to £1,441 per UK adult. Within this the cost of cyber enabled fraud is conservatively estimated at some £670m, with all these figures subject to extensive under-reporting. These figures serve to set crime prevention in context but there is also a more fundamental argument as to why greater investment needs to be made in protecting the public from fraud. Nationally, we are taking comfort and reassurance from falls in recorded crime but the rising level of fraud, not currently visible to the public, threatens to pose a serious threat to public confidence and the credibility of the police. Not only is this crime rising but in its current volumes it cannot be satisfactorily dealt with by the police, its volume needs to be kept at a manageable level – by crime prevention. Furthermore, the first obligation of the police is to prevent crime and given that much, if not most, fraud relies on some degree of participation by the victim this holds particularly true for this crime type. If policing can change risk behaviours by giving the right information to the right people at the right time by the right

means it can help individuals and organisations avoid becoming victims of fraud. With its local engagement with communities and businesses and its existing crime prevention skills Policing is well placed to engage with people and communities in a two way dialogue delivering messages developed by or in conjunction with the Home Office and other partners. The prize is reduced fraud, a better service for victims and an increase in confidence in the police and government

OUR RESPONSE

Vision The prevention of fraud is a key strand of the National Fraud Strategy. The vision is to create the conditions in which crime prevention against fraud, particularly cyber enabled, mirrors the best aspects of 'physical' crime prevention. Industry will design in crime prevention into both process and technologies, individuals will be educated in, implement and take responsibility for their own crime prevention, the police will spot and advise on breaches of prevention and focus proactive effort where the threat is greatest and once a crime has occurred the response will repair the damage and restore security for vulnerable victims, victims will be offered reassurance and advice to avoid becoming repeat victims.

Principles This Protect strategy is based around a number of principles:

- **Intelligence Led and Evidence Based** In order to properly target the strategic and operational crime prevention activity Policing needs to develop and share a full and accurate intelligence picture locally and nationally. The Economic Crime Prevention

Centre will therefore work with the National Fraud Intelligence Bureau (NFIB) and partners, particularly businesses, to ensure that it and the Fraud Prevention Network has access to the most comprehensive data-set possible on fraud, cyber and other key economic crimes. We will highlight the need to ensure comprehensive reporting of fraud using regulatory or legal obligation if necessary. Policing will use this intelligence to shape both national campaigns and to advise on and support local initiatives.

- **National Coordination with Local Delivery.** The first Peelian principle that the basic mission for which the police exists is to prevent crime applies as much to fraud as to any other crime type. Responsibility for protecting the local community from crime rests with the local police force, in this case supported through national resources and coordination. This local responsibility is not diminished by virtue of central reporting through Action Fraud. The principle to be followed is one of local delivery supported by national resources, support and coordination. Priorities will be set by Police and Crime Commissioners (PCCs) with their Chief Constables, informed in their decision-making by local threat profiles provided for them by NFIB
- **Police Duty of Care to Victims** There is a strong linkage between providing crime prevention and care for victims.

This is particularly true for fraud where repeat victimisation and the passing on between criminals of victims' details are so prevalent. There should therefore be appropriate and tailored prevention advice available to victims at every stage of their journey.

- **Economy of Effort** We will use existing structures and resources where we can. Over the last decade Policing has established very effective engagement structures with every local authority, their communities and businesses - we will utilise these. There are also various sources of crime prevention advice available and a number of organisations producing such material, some funded by the Government. The Economic Crime Prevention Centre will work with all relevant partners on behalf of Policing and support the use of whatever

crime prevention material most effectively meets the public need. Where it is appropriate to do so the Economic Crime Prevention Centre will produce prevention material, ensuring it has a 'local flavour', at other times it will support the communication of existing material through the Fraud Prevention Network or ensure that other sources of advice are suitably 'signposted'.

Delivery The sections that follow outline the delivery mechanisms (national coordination, the centre and network) and the deliverables:

- An enhanced threat picture
- The empowerment of individuals and organisations to protect themselves
- Designed-in fraud protection
- Engagement of the volunteering community

THE DELIVERY MECHANISMS

National Police Coordinator Economic Crime. The 'Protect' Strategy is a key pillar of the overall policing strategy for fraud and as such its delivery will be led, on behalf of Policing, by the National Policing Coordinator Economic Crime. The coordinator will be supported, particularly for the crime prevention aspects of this strand, by the Economic Crime Prevention Centre and the Fraud Prevention Network.

The Economic Crime Prevention Centre. At the centre of the Fraud Prevention Network and coordinating delivery of crime prevention is the Economic Crime Prevention Centre (see Appendix 1 for further detail). This national resource is located in and administered by the City of London Police where it can best draw on the knowledge and expertise held in the NFIB, national and specialist fraud investigation teams and the Economic Crime Academy. The Centre will:

- Work with the NFIB using their national and local profiles to identify those threats and potential victims most likely to benefit from prevention interventions.
- Develop national prevention campaigns, working alongside police and other partners to do so.
- Produce prevention material when it is appropriate to do so.
- Source, collect and disseminate or signpost existing crime prevention material.
- Work with forces to agree local priorities, help design and support delivery of local crime prevention activities.

- Identify, collate and share best practice and advice.

Fraud Prevention Network. Crime prevention delivery will be facilitated through the Fraud Prevention Network. This harnesses existing police, local authority and other crime prevention resources and through membership of this network seeks to equip them for delivery of fraud related crime prevention including its cyber aspects. The Economic Crime Prevention Centre has a network as illustrated at Appendix 2 The Economic Crime Prevention Centre has identified specific points of contact (SPOCs) at force level, who in turn network into the general crime prevention resources and partnerships available to their force. In this way the network engages with organisations at both national and local level, the national and local chambers of commerce for example. The regional level SPOCs may include members of the Cyber Crime Prevention Network running in parallel to this. Advice on strategic threat priorities is provided through the Economic Crime Command Threat Group. The multi-sector Fraud Prevention Group advises on how best to meet the national and thematic threats. The Economic Crime Prevention Centre reports to, and may request support from, National Policing through the appropriate committee of senior police officers representing forces from across the country in this crime area (the Economic Crime Portfolio). The Economic Crime

Prevention Centre will work to support the National Policing Crime Prevention Business Area, acting as the economic crime prevention hub linking into a

broader police crime prevention network. Governance is summarised at Appendix 2.

DELIVERABLES

Enhancing the Threat Picture. We will ensure that our 'Protect' activity is evidence based and intelligence led so as to have the best impact and make the most efficient use of resources. A key deliverable to achieve this is the development of an enhanced threat picture on which to base decisions on priorities and resourcing. It is crucial that we work with business, the public and government organisations to reduce the current levels of under-reporting of fraud (estimated by some experts to be around 80%) so as to be able to more accurately and comprehensively describe the scale and nature of the threat. Our grasp of the threat must develop beyond mere volume however and we will continue to work with government bodies, academia, industry and victim champions to develop a meaningful and practical understanding of both the victimology and the technological opportunities for fraud and countermeasures to it. Crucially, we must look ahead to identify emerging threats before they impact on society.

Empowering Individuals and Organisations to Protect Themselves. At the heart of our Protect strategy is the activity we will undertake to empower individuals and organisations to protect themselves. Unlike other, traditional, crimes no amount of visible police presence will reassure the public or deter criminals from committing fraud, particularly not cyber enabled fraud. The onus must therefore be on individuals and organisations to protect themselves,

modifying those behaviours which make them particularly vulnerable to fraud and adopting those that will protect them. We will empower the community by making it aware of the threats and how they might mitigate them. Through the Economic Crime Prevention Centre and the Fraud Prevention Network we will deliver:

- A major national awareness campaign seeking to influence behaviours so that individuals and organisations protect themselves from fraud.
- An ongoing series of national and local campaigns addressing specific threats. These will be informed by the enhanced threat picture at national and local level.
- A central resource providing or sign-posting crime prevention resources and support to individuals and organisations.
- Support to victims and their champions by providing appropriate crime prevention advice or signposting victims to it. This will be conducted through Action Fraud on first contact and subsequently through the victim's local force.

Encouraging the Designing in of Fraud Protect. Policing will work with government departments and industry to encourage the designing in to technology and processes appropriate measures to reduce the risk of fraud to themselves and the consumer. There is often a balance between security

and user convenience and this work is therefore likely to include exploring how customers might be helped to make informed choices based on their individual risk appetite.

Engaging the Volunteering Community. We have already been successful in harnessing the additional capacity and specialist capabilities to be found among volunteers in the community. A number of banks, for example, have allowed their staff to make themselves available to policing to provide technical advice on fraud

techniques and counter-measures and we have launched a scheme to recruit and train Special Constables to support fraud victims. We will be exploring how we might engage more comprehensively with the community including scoping some form of 'Cyber Watch'.

Appendices:

1. The Economic Crime Prevention Centre.
2. Fraud Prevention Network – Governance

ECONOMIC CRIME PREVENTION CENTRE

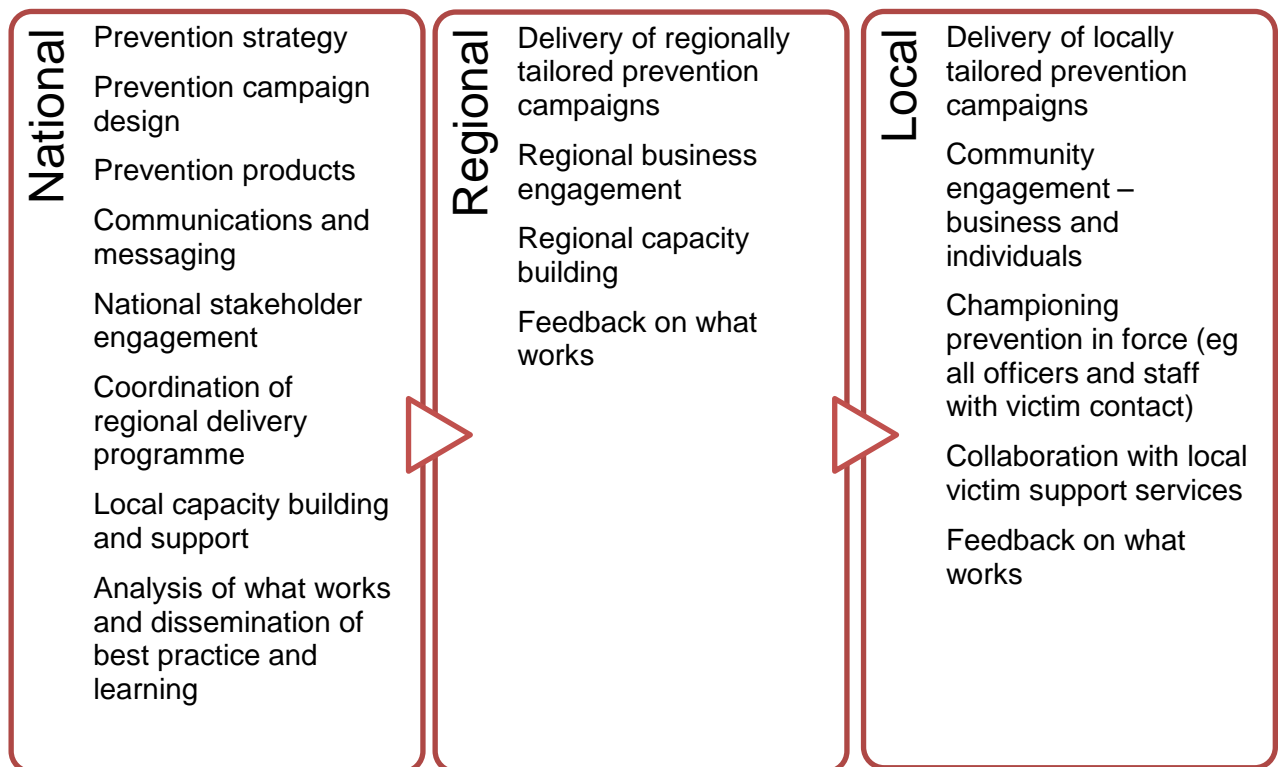
City of London Police, as the National Lead Force for Fraud, aims to create the conditions in which crime prevention against fraud particularly cyber enabled, mirrors the best aspects of 'physical' crime prevention. It will act as the hub in a national hub and spoke model and develop relationships with industry, academia and other partners to strengthen fraud prevention.



The focus of the Economic Crime Prevention Centre will be to develop and share best practice across the police service, encourage industry to design in crime prevention (processes and technology), educate individuals and businesses so they implement and take responsibility for their own crime prevention and assist the third sector to repair the damage caused to victims, restore security and avoid repeat victimisation. The Economic Crime Prevention Centre will deliver this through the following:

Ingest						
Local and national threat assessments industry concerns and policing priorities	Law enforcement and industry best practice and guidance	Academic knowledge	Existing crime prevention material	Feedback from police forces		
Process						
Define and prioritise challenges and opportunities	Develop and maintain a crime prevention network	Develop partnerships and seek sponsorship	Champion crime prevention	Coordinate national prevention campaigns	Use crime prevention resources in place for other crime types	Contribute to evidence base of what works
Produce						
Structured problem solving approaches to fraud prevention	National prevention strategy	Generic and bespoke advice for crime prevention practitioners	Prevention campaigns and materials	Fraud prevention training	Catalogue and sign- post prevention material	Record and measurement of impact

DELIVERY MODEL



IMPLEMENTATION PLAN

To be implemented in three stages:

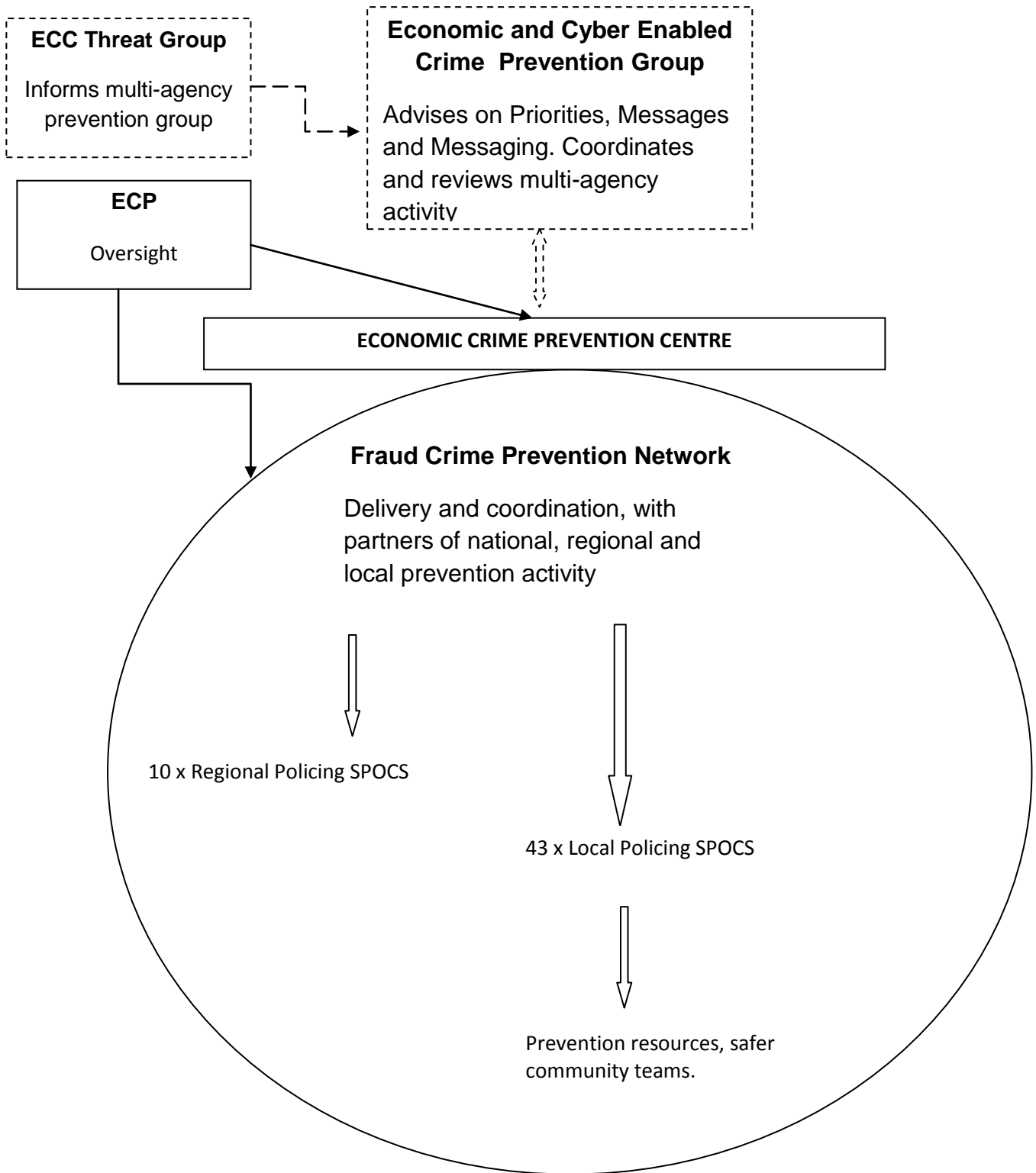
- Pilot, business case and initial build
- Formal launch
- Build to full capability

This pilot phase is already underway with a 7 region crime prevention roadshow currently underway. This has been coordinated and resourced by City of London Police using new and existing third party material to reach police officers, the general public and small business. Lessons learned will be fed into the development process.

The initial build will include:

<p>Further development of the concept in conjunction with key stakeholders. Engagement is underway with ACPO leads for crime prevention, digital investigation and crime business area, with the Home Office 'Protect' strand and the identity theft prevention work stream. COLP are working with Victim Support to ensure the tone of messaging is appropriate to vulnerable victims in particular</p>	<p>Concept was confirmed on 17 October</p>
<p>Design and implementation of the required internal systems and processes</p>	<p>Completed 3 November</p>
<p>Mapping of existing crime prevention resources at local force and authority level. This has been completed and is attached for your information. COLP is now developing the engagement plan to connect these into a recognised network.</p>	<p>Mapped</p>
<p>A statement of requirement and business case to resource the Economic Crime Prevention Centre and any key elements of the wider network currently missing.</p>	<p>Business case for the central team submitted</p>
<p>Communications plan</p>	
<p>Designing, recruiting and developing the central team</p>	<p>In place by 1 Apr 2015</p>
<p>A public launch of the Economic Crime Prevention Centre and its local network to raise awareness of the threat and the service put in place to help counter it. COLP will be seeking sponsorship for this event (and indeed ongoing prevention activity) but are aware of potential sensitivities around this</p>	<p>Intention to hold launch event Mar 2015 'Go Live' 1 Apr 2015</p>
<p>Following the launch the development focus will turn to the building of partnerships including with the private sector to encourage the designing in of fraud prevention into financial processes and technologies.</p>	<p>Commences 1 Apr 2015</p>

THE FRAUD PREVENTION NETWORK- GOVERNANCE





National Policing Strategy for the Victims of Fraud

Draft prepared by the National Police Coordinator for Economic Crime April 2015

SUPPORTING THE VICTIMS OF FRAUD

Introduction: This is the National Policing Strategy for the victims of fraud, produced by the National Police Coordinator for Economic Crime (NPCEC). We are developing this through the Crime Business Area in consultation with chief police officers and their staff. It is part of the national policing strategy for fraud and is designed to assist chief officers in delivering the most appropriate support to victims of fraud in their community. This document is best read in the context of the National Policing Fraud Strategy which set out the aim of reducing the impact of fraud (its volume, value and impact on people). Where policing failed to protect the community from fraud it set the objective of “supporting victims of fraud ensuring that they receive an appropriate service from policing in partnership with other agencies such as Victim Support and other Government departments (such as Social Services)”.

Strategy Aim: The aim of this strategy is to put in place a system that delivers the appropriate care to victims in a consistent and responsive manner. We will ensure that victims of fraud, individual or corporate, receive the

support they need, at the time they need it, for as long as they need it with particular emphasis on addressing the needs of the vulnerable and repeat victims. It will do this **by** putting in place the mechanisms to:

- Identify victims at the point of reporting (normally to Action Fraud) and provide initial assessment of individual need.
- Notify them to the appropriate police force.
- Provide an escalated response to meet individual levels of need.
- Engage with agencies available to assist policing in supporting victims.

We will use the above structure to deliver:

- An initial response to victims.
- Ongoing support to victims dependent on need.
- Protection from further victimisation.

A successful outcome will have been achieved when:

- The national processes are in place and operating
- Force areas have put in place effective victim care plans

- Victims and their champions nationally, report that their victim needs are being met.

THE NEED

The need for a strategy for the victims of fraud in addition to that adopted for victims of other crime types is two-fold:

- Nature of fraud victimisation.
- Nature of the operational response to fraud.

Fraud Victims: A short discussion on the nature of fraud victims is attached at Appendix 1. In essence far from being the victimless crime it is sometimes claimed to be Fraud often has a disproportionately high monetary and emotional impact on victims. To compound matters, fraud victims are often repeatedly targeted to the extent even of victim details being sold from fraudster to fraudster.

- **Value** A physical acquisitive crime (though fraud can have a physical element to it) will, in general, be limited to those assets, cash or property, immediately available and transportable at the time and location of the crime. In the case of fraud the victim can be inveigled over time to give over their entire savings and indeed more, regardless of the form in

which the assets were held by the victim.

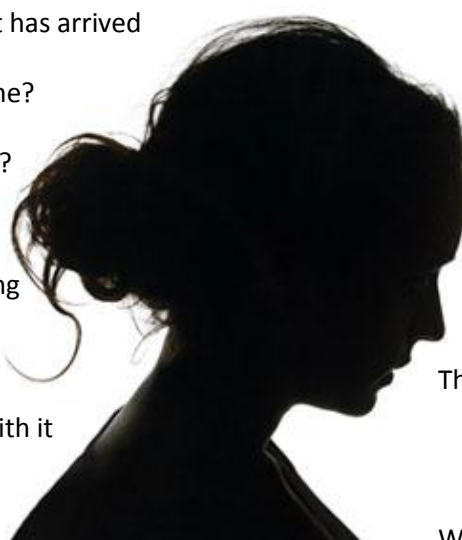
- **Emotional Impact** There are a number of aspects of fraud which can serve to make the emotional impact of fraud particularly acute.

➤ **Guilt** Virtually by definition most victims of fraud will have unwittingly cooperated in the offence by transferring assets to the criminal or compromising their identity. This can lead to feelings of guilt, embarrassment and loss of self-confidence. Additionally, victims may perceive others as viewing them as having brought the crime upon themselves through stupidity or greed.

➤ **Disappointment** Victims will often have entered the relationship with the criminal in order to meet an emotional need or desire, be it a financially secure future, the meeting of religious or social obligations, a desired product, meaningful relationship, 'fun', commercial revenue etc. Not only is this need not fulfilled but the opportunity to meet the need may be past or now unaffordable.

➤ **Trust** Again virtually by definition, the victim will have placed trust in the fraudster to provide something in return for the money they are committing. At its simplest this will be the trust of a customer / supplier relationship but can be more emotionally complex when, for

example, the fraudster plays on trust based on professional standing, authority or a personal relationship. It may take victims a period of time to accept that their trust was misplaced and this breach of trust will have an emotional impact.



What's going to happen to us now?

How can I have been so stupid?

On no, post has arrived

Who can help me?

What if it is genuine?

We've lost everything

It's all my fault

They'll get away with it

I'm so ashamed.

I'll never get my money back

I thought they loved me

We were so looking forward to it

No, it can't be true

Who can I trust?

How's the business going to survive?

It's alright it'll still come

They got so angry when I said I changed my mind

What am I going to tell the family?

What will my friends say?

Why did they pick me?

Operational Response to Fraud

Fraud, particularly when enabled by cyber technology, is not bound by geography. As a result the police response to this has been one in which fraud is reported centrally, collated,

analysed and then disseminated to the most appropriate local force for investigation. This means that unlike other crime types there is likely to be a dislocation between the investigating force and the victim. Furthermore, the

victim of physical crime types receives a visible police presence including perhaps a uniformed first response, (needed); reassurance and an outline of the likely process that will be followed. The victim of fraud is currently unlikely to receive the same support.

OUR STRATEGIC RESPONSE

Vision Policing will work with partners to put in place an effective, affordable and reliable system to ensure victims of fraud, individual or corporate, receive the support they need, at the time they need it, for as long as they need it. The system will ensure that victims of fraud receive a service which, as a minimum, is comparable to the best of that provided to victims of other acquisitive crime. As a result of the support, victims will be able to avoid ongoing or repeat victimisation. Support to victims of fraud will have an enhanced reputation encouraging other victims to report crime and raising confidence in the police service. There will be a close correlation between support to victims and crime prevention (Protect). Crime intelligence and victimology study by the National Fraud Intelligence Bureau (NFIB) will be used to help inform strategic and tactical inform decisions

crime scene examiner and detective; they receive the details of a point of contact, prevention advice (or action if about the scale and nature of support to victims and predict demand.

Design Principles The victim support system will be constructed with a number of principles in mind:

- Support should commence as close to the time of the victim reporting the crime as practicable.
- The first priority is to prevent further harm to the victim.
- Response is graduated and tailored to the needs of the victim with particular care given to those who might be vulnerable or likely to become repeat victims.
- The system will meet and where possible exceed all applicable directives and codes of practice.
- The support system will be accessible to all, consistent, make best use of existing resources, be transparent and quality assured.

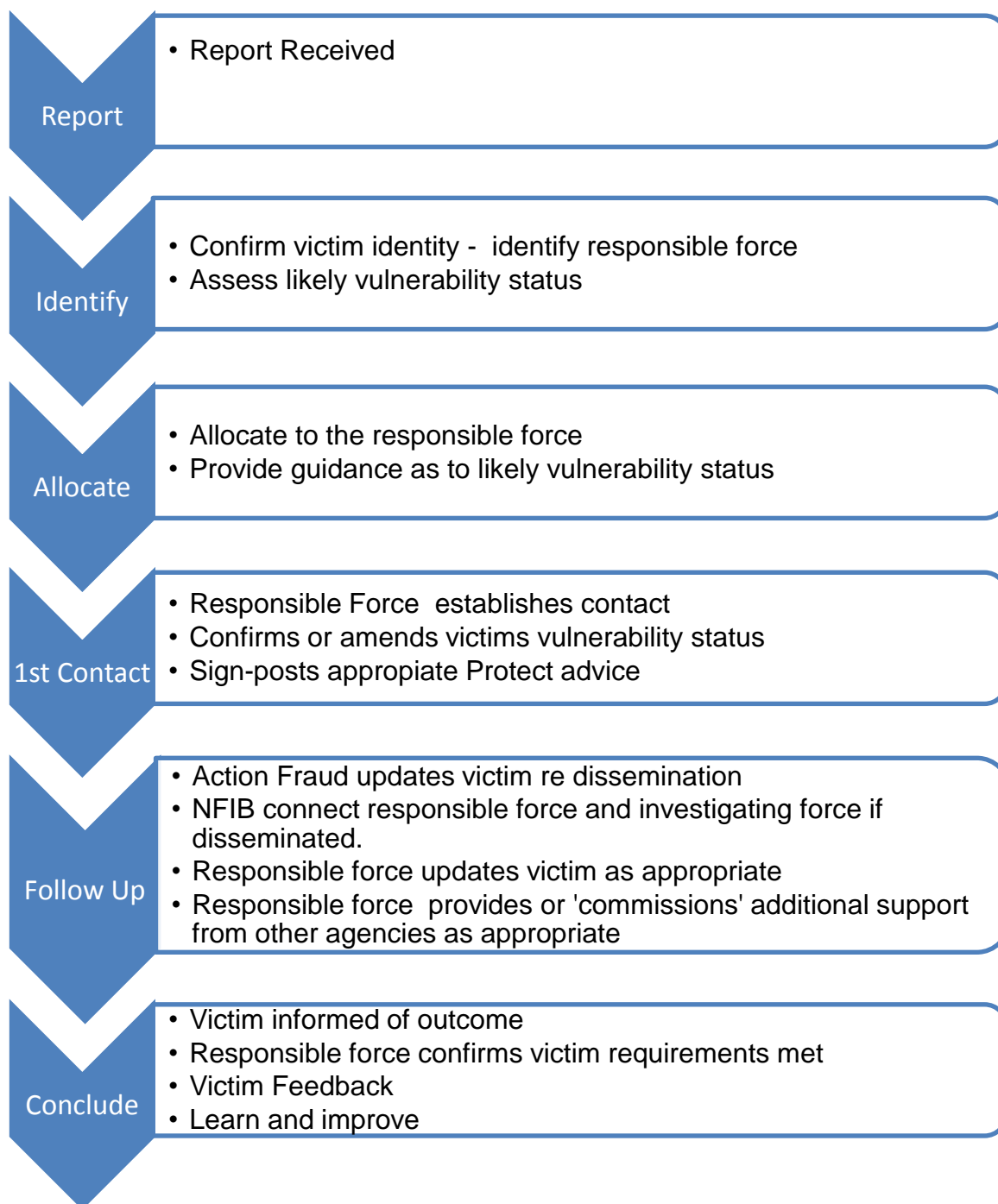
The System

The system will normally be initiated at the point at which a crime is reported to Action Fraud. The report will be analysed to establish the victim identity, the force in whose area the victim is normally resident (referred to

in this document as “the responsible force”) and a guide as to the vulnerability status of the victim. The responsible force will provide support to the victim according to need either directly or through outsourcing to other agencies or organisations. Where a case is disseminated NFIB will inform

the responsible force of the identity of the investigating force and the crime number. The responsible force will seek updates from the investigating force on behalf of the victim (the proposed joint fraud crime management system will facilitate this).

THE END TO END SYSTEM



- **Report & Identify** Victims will continue to report to Action Fraud through the call centre, internet or, exceptionally, though their local force. Action Fraud will ensure they record sufficient detail to identify

the responsible force and to enable an assessment to be made and guidance offered as to the level of vulnerability of the victim.

- **Allocate** NFIB will allocate victims to the responsible force and provide guidance as to their likely vulnerability. This guidance will be based on individual factors as recorded by Action Fraud with added value from local victimology intelligence (NFIB currently inform all forces of victims in their area through Polka but the intention will be to provide a more direct service to forces following IT modernisation).
- **1st Contact** As soon as practicable after receiving an NFIB Victim referral the responsible force will make contact with the victim in their area. The nature of the first contact will be a matter of local policy and according to need / vulnerability. At its simplest this may be undertaken by phone call to the victim though personal visit will in many cases be more appropriate. Forces will use a variety of resources for this including PCSOs, Special Constables or other forms of volunteer staff. The National Economic Crime Academy is able

to provide training to equip force staff for this. Contact with the victim will differ from that for other crime types in that the aim is not that of protecting a physical crime scene or securing evidence. Instead the priorities for this contact are to:

- Protect the victim from further harm eg establish that the victim is not still involved in transactions or communications with the criminals (a not unlikely situation (see 'Fraud Victim's above)).
- Confirm or amend the assessment of vulnerability provided by NFIB.
- Provide, including by signposting, appropriate 'Protect advice'.
- If vulnerability is such that the victim needs support from other agencies inform the victim that they will be referred to them.
- **Follow-up** Regardless of action being undertaken by the responsible force Action Fraud will continue to inform victims whether their crime has been disseminated, disrupted or retain for intelligence

value at or by 28 days of reporting. Where a crime has been disseminated NFIB will share the details of investigating and responsible forces. Investigating forces will update responsible forces when necessary in line with the victim code of practice (even though technically this may not apply). Under the NFIB IT modernisation programme it may be possible for this to be done through a common crime management database available to all forces and NFIB. Where victim vulnerability makes it appropriate the responsible force will provide further support either directly or through the commissioning of outsourced services. The aims of such follow-up action may include:

- Supporting the victim with the emotional impact of the crime
- Assisting the victim in securing the information to begin any restorative action.
- Supporting the victim through any judicial process
- Guiding the victim in dealing with the financial impact of fraud

- Helping the victim safely restore their online identity
- Providing tailored crime prevention advice (available through the National Economic Crime Prevention Centre)
- **Conclude** The conclude phase sees the responsible force ensuring that victim needs have been met and that they have been made aware of the final outcome of their case. It is the intention that policing's support to victims will be reviewed and improved in line with victim feedback and the national Police Coordinator for Economic Crime will commission the appropriate surveys and feedback mechanisms for this.

VULNERABILITY

Purpose Key to policing delivering an effective and affordable service to victims is the tailoring of support to match need. A guide to victim need will be provided by NFIB through the Vulnerability Status included in the notification to forces of a victim in their area.

Vulnerability Criteria In the context of victims of fraud 'Vulnerability' should be seen as including, but not being

limited to, the general Home Office definition. Considerable work is being undertaken within academia, the Home Office and policing to better understand and define vulnerability but it is likely to include:

- The financial impact on quality of life for the victim (eg relative monetary value to the victim rather than absolute figure)
- The emotional impact
- The likelihood of the victim being repeatedly targeted

How Assessed Initial assessment of vulnerability will be undertaken at Action Fraud / NFIB. This will be a largely automated process based on the answers provided when victims report either on line or through the Action Fraud call centre. The Economic Crime Victim Care Unit

project conducted in London at the beginning of 2015 identified a number of indicators of vulnerability, these will be developed further. It is intended that further shading can be provided by overlaying national and local victimology data on the individual cases. This would enable forces to be informed for example that whilst an individual may not currently be a repeat victim their demography, location and the type of fraud to which they have fallen victim makes them more vulnerable to repeat victimisation. The vulnerability status attached to a victim by NFIB is an initial guide and the responsible force will confirm or amend it at first contact with the victim and subsequently. A vulnerability status model might take the form illustrated in the table below:

Table 1: Indicative Vulnerability Status Model

STATUS	DEFINITION
VS1	Not a repeat victim and no indication of particular vulnerability. The reported crime has had limited financial or emotional impact. Not particularly likely to be a repeat victim. Most victims will fall into this category.
VS2	A repeat victim or likely to be a subject of repeat victimisation. The reported crime has, however, had limited financial or emotional impact.
VS3	The victim has experienced significant financial or emotional impact but has the capacity to self-help to a large extent.
VS4	The victim has experienced significant financial or emotional impact and is unable to recover from the crime without considerable support.

Tailored Response The local response to victims will be guided by the vulnerability status and delivered according to local policy. In some force areas the entirety of victim care will be provided 'in house' while others may outsource it completely. It is

anticipated that most forces will conduct first contact themselves and then contract-out follow-up support where the victim needs it. Likely responses are suggested in Table 2 below:

Table 2: Indicative Response Model

STATUS	LIKELY RESPONSE
VS1	'1st Contact' by phone. Updates as case progresses.
VS2	'1 st Contact by personal visit. Ensure victim understands how they became a repeat victim and provision of appropriate prevention advice (normally through 'signposting' or generic prevention material).
VS3	'1 st Contact' by personal visit. Signposting to appropriate agencies and sources of support. Follow-up visit to check progress
VS4	'1 st Contact' by personal visit. Referral for specialist support (eg appropriate financial advice, charities, local authority, victim support organisation etc)

FURTHER DEVELOPMENT

The detail required to put this strategy into practice will be developed nationally by Policing's Crime Business Area through the working groups of the Economic Crime Portfolio. There will be wide consultation with relevant national agencies and other areas of policing.

Local forces and Police and Crime Commissioners will, of course, continue to develop their own local response, guided by the strategy.

SUPPORTING THE VICTIMS OF FRAUD – ACADEMIC STUDY

Introduction This short paper was developed by the National Fraud Academy drawing on previous academic research into the nature of fraud victimology. Further academic research into the nature of fraud victims and the appropriate response to their needs has been commissioned by the City of London.

Are fraud victims any different from victims of other crimes?

Most people would refer to fraud as simply a theft committed through trickery or deceit. Although this may be correct when considering the application of the law and the classification or typology of the offence, it would be wholly inappropriate to consider this classification when devising an effective strategy to support victims. In this regard the response provided to victims is often misdirected by not taking time to understand the methodology used in the commission of the fraud.

From a modus operandi perspective, rather than comparing fraud to theft, a more appropriate comparison may be violent and predatory offending. By analysing and comparing the criminal methodologies, certain 'cyber savvy' predatory offenders will assume a false identity and then use it to create a false online profile. Using this profile, they then identify potential targets, engaging with them, building trust, grooming them through a process of social engineering until sufficient trust has been built to follow through with the criminal act. When the target is finally victimised, this is not the end of the criminal conduct, the offender will often have other targets at various stages of the social engineering spectrum in preparation for victimisation.

This form of predatory offending is classified as a 'live crime', where the threat of harm is ongoing; it does not end with the first victim. By understanding the criminal methodology used by these offenders it is possible to draw parallels with many different fraud types, in particular, those committed via the internet, and, similarly, it is possible to understand how victims are selected, drawn in and eventually victimised.

As detailed above, it is not just the crime itself that must be considered, it is the complete lifecycle of communication and interaction between the victim and the suspect. Without this, the methodology used in committing the fraud cannot be properly understood and the victim cannot be provided with the correct support.

This concept is not just applicable to offences committed online, but is equally applicable to offences committed face to face or by the use of telephony. Through a study of the recent rise in Mandate Fraud it has been shown that the 'victim' is contacted an average of 5 times by the fraudster before a request is made to pay monies in a new (fraudsters) account, Jones (2014). Like other predatory offenders,

the fraudster is using social engineering on the victim, building a trust based relationship that will ultimately enable the commission of the offence.

There have been many studies by criminologists and psychologists examining the offending behaviour of predatory offenders; these studies haven't been limited to the final act of the crime, of equal importance has been the study of the predatory phase. To better understand the motives and modus operandi of the fraudster it is also necessary to focus on the entire lifecycle of their behaviour. From a victim perspective, it may be that more psychological harm is caused from the period of social engineering than from the commission of the fraud and the subsequent financial loss.

Many would argue that the harm from predatory and violent crimes is far greater than that of fraud but, according to early research by Ganzini et al (1990), which compared victims of fraud with those of violent crime, found that many were afflicted with depression as a consequence. Deem (2000) found that, to some, the effects of fraud can be comparable to that of having been subjected to serious violent crimes. A further study which looked into the impact of Robert Maxwell's pension fraud, Spalek (1999) identified anxiety, stress, fear and depression as being common emotional reactions. The study also found that a number of deaths were considered premature as a result of the fraud.

Although some may not consider it appropriate to classify fraud in the same context as predatory and violent crime, at the very least it should be viewed as a trust based crime, one of social engineering committed by predatory offenders who abuse victims without compassion or mercy.

Comparing the effects of fraud with violent crime

In the study of victims of fraud, Ganzini et al (1990) compared the emotional and physiological impact of fraud and violent crime on victims, including the statistical risk of victimisation. In the study twenty-nine percent of the victims of fraud experienced a major depressive episode in the first 20 months after their loss. Five victims (out of 77) developed suicidal tendencies after the loss and generalised anxiety disorder was found in 45% of the victims.

Ganzini (ibid) concluded that after violent victimisation, adequate social support is an important predictor of good recovery and release of psychiatric symptoms. Support for victims of fraud on the other hand, is less structured; criminologists have noted that victims of fraud are at greater risk of continued victimisation due to the 'trust' based nature of their crimes.

Although the above study was focussed on victims in the United States, a similar study was conducted looking at victims of the Maxwell pension fraud, Spalek (1999).

The research confirmed the findings of Ganzini, stating that the harms caused by corporate fraud are equivalent to, and often more devastating than those usually focused on by the criminal justice system. Victims of corporate fraud express a range of emotional and health problems, in addition to suffering from long-term financial difficulties.

In the largest study of fraud victims in England and Wales, Button et al (2012) examined the wide ranging effects these crimes have on victims, including broken relationships, deterioration of physical and mental health, attempts at suicide as well as some secondary impacts related to reputation and changes in behaviour. The research demonstrated that fraud victims share many characteristics with other victims of crime and yet services provided to support them are not as comprehensive or representative of the true harm.

How is vulnerability of fraud victims classified?

Under the Victims' Code, a vulnerable victim is classified as:

- Anyone under the age of 18 at the time of the offence.
- Anyone who is suffering from a mental disorder within the meaning of the Mental Health Act 1983.
- Those with a significant impairment of intelligence and social functioning.
- Those with a physical disability or who suffer from a mental disorder

The approach taken with the Victims' Code is one of support and service post event, after the crime has happened. The Code does not provide a means by which vulnerability can be identified and proactively used to prevent crime or further crimes against the same individual.

In the context of victims of fraud, vulnerability is not fixed or static, and contrary to popular misconceptions it is not reliant on an individual's age or their physical or mental capabilities. Rather, it is dynamic, triggered by a combination of circumstances, situations and external influences. Criminals behind some of the most successful frauds will often target individuals based on an assessment of their vulnerability to a particular approach or pitch.

By understanding how an individual's situation or circumstances could contribute towards their vulnerability, regardless of the age, capacity or capability of that person, a more informed victim focussed intervention is possible. Situations affecting an individual's vulnerability could range from a loss of income or being on a low income, becoming a carer, living in a particular area or without internet access.

Recognising that vulnerability is not necessarily permanent and that an individual's vulnerability is dynamic, it is possible to focus on the triggers that have contributed

towards the vulnerable state, such as a significant emotional event, e.g. bereavement, serious illness, divorce or redundancy.

For consumers, which many volume fraud victims are, vulnerability can vary depending on what services or products are being purchased, and how or by what method of communication the transaction is being conducted through.

It is not uncommon when an individual is susceptible to a particular vulnerability for this to lead to others, compounding their situation and their vulnerability. For example, individuals with low basic skills are also more likely to be unemployed (e.g. vulnerable to employment frauds), carers often suffer from ill-health and/or unemployment (e.g. vulnerable to health & support frauds); the elderly are at a greater risk of suffering from a recent bereavement and long-term illness (e.g. vulnerable to relationship & support frauds).

Vulnerability should not be seen as 'once classified', always vulnerable; the vulnerability should be viewed as unique in relation to the period of time when the classification was made. However, these vulnerabilities may very well indicate a predisposition to the susceptibility of becoming a repeat victim.

Victims of fraud should always be recognised as individuals first and classified in relation to their vulnerability second. This does not negate the need for timely interventions when individuals are recognised as being vulnerable, but it does ensure that they are treated with respect and dignity as an individual, not as a generic 'vulnerable victim'.

Example:

A victim of a house burglary may be vulnerable, due to circumstances, of a secondary occurrence as criminals know that the goods stolen will more often than not be replaced following an insurance claim. In the same way, a victim of an investment fraud may be vulnerable to further crimes committed under the guise of 'fraud recovery' scams.

Returning to the concept of the victim of a house burglary, the main thrust of the 'police' support is a focus on weaknesses with the physical security that may need attention in order to prevent further offences. Limited consideration, from a police perspective, is given to the psychological impact of being burgled, the sense of violation, not feeling safe. For some the impact is so great that they see no option but to move. For victims of fraud, the impact can be just as severe, and for some, the need to distance themselves from the source of the crime, especially when it is committed online, can result in them withdrawing or being excluded from the digital marketplace.

Applying victim needs to support for victims

When considering crimes of fraud, it is not uncommon for the first thing a person considers is 'how much did they lose', unfortunately, the same mindset can often be applied to those providing support to victims fraud. Dealing with the purely 'financial' aspects of a fraud can leave victims emotionally and psychologically vulnerable.

Clearly, not all victims of fraud fit into this category, for victims of high volume low value frauds, such as online shopping or auction frauds, the psychological impact can be minimal and the primary concern of the victim is access to information and updates on the progress of their crime report, services which can be automated and provided through a range of new and emerging technologies.

Victims of the more serious crimes, those causing the most harm, are more often than not 'dynamically' vulnerable and at greater risk from the long term negative effects of the crime. For this group, the needs are complex and unique to each individual; to provide a service that is effective and affordable will require creative and flexible solutions.

Case Study: Senior Busters- Canadian Anti-Fraud Centre (CAFC)

The CAFC was one of the international forerunners (formed in 1991) for providing a centralized 'national' fraud reporting centre together with support for the victims of fraud, a model mirrored by Action Fraud and the NFIB. CAFC identified that seniors are targeted for many reasons: loneliness, lack of family support, age vulnerability and for health-related reasons such as Alzheimer's.

Seniors are particularly susceptible to fraud schemes because their generation tends to be more trusting and less likely to end conversations. Fraudulent telemarketers build relationships with seniors and gain their trust before victimising them. Ruined family lives, great financial losses and suicides have resulted from this brutal crime against the elderly.

Staff at the CAFC found they had neither the time nor the resources to follow up with victimised seniors so the Centre enlisted volunteer seniors who could help with the battle against mass marketing and identity fraud. The volunteers are able to relate personal experiences, provide support and establish rapport with elderly victims. The "seniors helping seniors" program was named SeniorBusters.

SeniorBusters was officially launched in October 1997, since then, it has grown to a group of approximately 50 active volunteers. They come from diverse backgrounds and bring many different skills to the CAFC and its attempt to reduce the level of mass marketing fraud and identity theft. This is clearly a successful and effective long-term strategy in reducing the number of seniors victimised by fraud. SeniorBusters helps fraud victims by:

- Relating personal experiences, wisdom and expertise
- Providing strength to victims
- Providing emotional and moral support
- Being sensitive to the needs of seniors
- Contacting victims as often as needed
- Educating and re-educating seniors
- Obtaining suspect company information
- Referring victims to other appropriate agencies
- Developing personal relationships with victims
- Ensuring that seniors have a place to turn to when they need assistance
- Helping victimised seniors regain personal dignity.

Current system for supporting victims of fraud

It should be noted that the support for victims of fraud is better now than it has ever been. Under the late National Fraud Authority considerable progress was made under the remit of 'Fighting Fraud Together' and with the development of the 'National Fraud Segmentation. Victim Support has invested in the training of staff and Action Fraud automatically refers victims to Victim Support and provides a wealth of support and advice through their website and call centre staff.

Through Action Fraud and the NFIB an Economic Crime Victims Unit is being piloted (London region) to provide additional support to victims who may be considered as vulnerable. A key deliverable from this pilot will be an informed picture of the potential levels of vulnerability from those crimes reported to Action Fraud, whether the system recognised them as vulnerable, if not, what could be done to ensure that those who are vulnerable are identified and provided with the appropriate support.

The pilot has already confirmed that vulnerability following a fraud, or to further offences of fraud, cannot be viewed in the same context as the Victims Code; what is required is a multi-dimensional matrix taking into account victim demographics, fraud methodologies, together with past, present and future triggers of individual vulnerability.

Additionally, the pilot has shown that victims own assessment of their vulnerability is not always the most reliable indicator; individuals can be blind or dismissive of their own vulnerabilities, an issue that fraudsters rely on and frequently take advantage of.

The majority of the services available could be viewed as 'reactive', providing generic support and guidance; without understanding or being able to assess dynamic vulnerability, these services could miss the triggers necessary to prevent a victim from becoming more vulnerable and susceptible to further victimisation.

Although there may be duplication and potential areas of conflict, none of the services or functions are wrong, they are doing a great job in providing support in one of the most challenging areas of modern day victimisation. Just as Action Fraud standardised and improved the fraud reporting process on behalf of England and Wales, so too is the potential for a centralised or nationally coordinated support service for victims of fraud.

The service however, should not be seen as one size fits all, but a structured matrix or menu of services and support tailored for the needs and vulnerabilities of individuals, groups and communities. The structure could follow the below structure:

Back End - Action Fraud: Rules based victim vulnerability assessment – identifying triggers which access or direct individuals to different support systems.

Fraud Victim Care Unit: Focussed on follow up contact with individuals identified by Action Fraud as ‘Vulnerable’ from either the original offence or to further offences. This unit is not to be considered as the final solution, but more of a psychological triage unit that identifies, classifies and transitions victims to the appropriate support systems.

Victim Support: Either contracted out or in-house, with specialist training to recognise the psychological trauma associated with fraud, together with the financial impact, able to provide effective first line support and where necessary, refer victims to professional support services.

Front End – Action Fraud: Generic fraud prevention and ‘what to do’ advice for those seeking to prevent or report fraud but not necessarily affected by it necessitating specialist support. Through the delivery of the ‘next generation’ combined NFIB and Action Fraud solution, it will be possible for victims to remotely access details and updates on their fraud reports, providing accessible support for low impact / low harm victims whose primary concern is knowing how or if their case is progressing.

Volunteers: Multi-tiered approach, working at both national and local levels.

Specials – developing a cadre of trained officers whose time is used providing support to victims where their knowledge of the community can be used to recognise and proactively provide support to groups that are, or may be targeted by fraudsters.

Busters – building on the Canadian model of ‘Senior Busters’ a more comprehensive network of support could be provided, not just for seniors but also including ‘junior busters’ for example, supporting a group of the community that may be cyber wise, but at the same time, vulnerable to fraud through a lack of being street wise.

For the above to be effective the focus of the support for victims of fraud must combine what we already know about the 'who' (victim demographics) with a more comprehensive understanding of the 'how' and 'why' (fraud methodology).

To make this work there is benefit in considering how current systems and national structures can be leveraged to best effect. By bringing together the intelligence from NFIB and Action Fraud with a permanent centralised victim triage / assessment unit (such as the pilot Economic Crime Victims Unit), together with the specialist support services detailed above, a nationally coordinated service can be provided to victims of fraud to a standard that has not been seen before.

Committee(s): Police	Date(s): 20th May 2015
Subject: City of London Police Annual Report 2014-15	Public
Report of: Commissioner of Police Pol 28/15	For Decision
<p><u>Summary</u></p> <p>The draft Annual Report, representing the achievements of the City of London Police for the past financial year, is submitted to the Committee for approval. The report contains information on crime, financial and staff statistics, as well as a summary of the year.</p> <p>It is requested that any comments on and/or changes to the report be sent via the Town Clerk's Department to the Force's Communications Director by Monday 1st June 2015.</p> <p>RECOMMENDATIONS</p> <p>It is recommended that the contents of the draft Annual Report be approved, and that any comments upon them be forwarded as indicated above.</p>	

Main Report

Background

1. The Annual Report serves as the vehicle for the Commissioner of Police and the Police Committee to reflect upon what has been achieved in the past financial year and to report on crime, resources and financial statistics. It will be officially published during July after it has been presented to the Court of Common Council.

Current Position

2. The report follows the corporate design style. The theme behind this year's content was the interdependencies of CoLP's responsibilities, and how intertwined are the activities of the force with the Corporation of London.
3. The report has four distinct content sections: Policing in a changing world; Force responsibilities – national and local; the modernisation programme and doing more with less.

4. **Policing in a changing world** – outlines how the force has adapted to dealing with the changing nature of crime (locally and nationally) including the heightened threat from extremists.
5.
 - a. **National responsibilities: the Economic Crime Directorate** – describes areas of responsibility held by the directorate in 2013/14, with notable successes and achievements.
 - b. **Local responsibilities: Policing the Square Mile** – gives an over-view of local activity, including the work of the licensing team, road safety and the engagement with rough-sleepers, again with mention of successes and achievements in this area.
 - c. **The Modernisation programme** – updates on milestones reached in the programme in the past 12 months. Also includes a spotlight on the re-launch of the Forensic Services unit.
 - d. **Doing More with Less** – notes successful inspections by HMIC in the past 12 months in the era of reduced budgets.
6. The report also contains operational highlights of the year and forewords by both the Chairman and the Commissioner.
7. There is also statistical data included, some of which is financial. At this time, it has not been possible to obtain all the necessary financial data for the end of the financial year, but this information will be available before the report goes to print.
8. No new photography has been commissioned for this report, the images used are from a variety of sources, including the Lord Mayor's Show.
9. It is recommended that the Annual Report be printed in full colour, A4 in size and printed on matt-silk finished, recycled paper. The report will be available upon request in different languages, Braille and large type formats, and this will be stipulated at the back of the report. It will also be available as a PDF download.

Conclusion

10. The Annual Report is a corporate document which provides a record of the Force's achievements in the preceding year as well as signposts towards future activity.

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Annual Report

2014–2015

**Police Committee
2013/2014**

Deputy Henry Pollard
(Chairman)

Deputy Douglas Barrow
(Deputy Chairman)

Mark Boleat

Simon Duckworth DL

Alderman Alison Gowman

Brian Harris

Deputy Keith Knowles MBE

Vivienne Littlechild JP

Alderman Ian Luder CBE

Helen Marshall

Deputy Joyce Nash OBE

Don Randall MBE

Deputy Richard Regan

At their meeting on the 23rd of May 2014, Members of the Police Committee considered and commented upon the draft 2013-14 Annual Report of the Commissioner of Police.

The revised report is submitted here for the information of the Court prior to being published and widely circulated to all Members.



Signed on behalf of the Committee
Deputy Henry Pollard
Chairman of the City of London Police Committee
24 July 2014

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The City of London is a place like no other in the UK; redolent of history, its narrow streets are home to some of the most powerful companies in the world. As one of the global financial powerhouses, its population is richly diverse; over 300,000 people travel to the City each day to work, while 8000 live there. It boasts St Paul's Cathedral, a cultural centre of international standing, several universities, three schools, a vibrant night-time economy and extensive shopping outlets. It is easy to forget, geographically, it covers just over a square mile.

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Policing this space brings with it challenges and privileges, and in 2014/15, the City of London Police met those challenges with characteristic determination; delivering a service unique to UK policing as it enhanced its national responsibilities as national policing lead for fraud, while ensuring standards of policing in the City remained at their historically high levels.

Several milestones in the force's modernisation plans were reached in 2015, with the move of the organisation's headquarters to Guildhall Yard East, and commencement of the force-wide technology refresh. Work continues to ensure the force is ready to face the challenges of policing in the 21st century.

The force marked its 175 anniversary in November 2014, with a commemorative float at the Lord Mayor's Show. It was a proud moment for the organisation, looking back at past achievements, while on the verge of exciting change.

Over the past 12 months, the force delivered on its commitments; locally within the Square Mile, and nationally in the fight against fraud and economic crime. Harnessing the force values of integrity, fairness and professionalism, it achieved excellence while delivering a world-class service.

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COMMISSIONER'S FOREWORD



Adrian Leppard

Adrian Leppard QPM

Commissioner of Police
for the City of London

The City of London is a unique environment and as its police force, we share that uniqueness. The City occupies approximately one square mile in the centre of London, but as the UK home of financial services and a global financial powerhouse, its reach goes far beyond the boundaries of Tower Hill or Holborn. As the City's dedicated police force, our reach mirrors that of the City; we are a local force with a national and international footprint.

Modernisation

The City of London Police has a proud history of developing groundbreaking techniques to combat crime and distil risk, over the past year we continued that tradition.

We underwent real change in 2014/15, ensuring we are ready to tackle 21st century crimes – from complex frauds to lone-wolf terrorists. Some of this year's highlights include:

- Developing a national police network of fraud and cyber experts supporting

local forces in combating the growing problem of internet enabled crime

- Pioneering new 'street level' tactics for addressing the terrorist threat in the City
- Modernising our estate to accommodate a world class service
- Introducing new technologies, such as 'Toughpads' tablet computers and body-worn cameras.
- Embracing social media

National Remit

It's as National Lead Force for Fraud that the force's remit extends across the UK. Last year saw the force consolidate its national position by becoming host to Action Fraud, the national fraud and cyber-crime reporting centre. Entwining Action Fraud with the National Fraud Intelligence Bureau (NFIB), established by the force in 2010, is a natural fit. Fraud is one of the UK's quickest growing crimes, and therefore warrants the focus of specialist, highly skilled officers.

Through Action Fraud, the NFIB and other units within our Economic Crime Directorate we engage and work with

“There is a powerful relationship of trust between this force and the diverse communities it serves, within the Square Mile and nationally”

forces across England, Wales and Northern Ireland, tackling fraud and other economic crime. And we apply the same standards of innovation and creativity to our national work as we do to our territorial policing, going beyond traditional policing techniques to enhance the service we provide. The Corporation of London is a key partner in support of our ongoing national work to combat economic crime.

Our location gives us access to some of the most influential businesses in the world and partnerships with organisations such as the Association of British Insurers

and British banks have enabled us to develop a deeper level of appreciation for the seismic risk fraud poses within the UK.

Enhancing our operational approach

The last year saw changes to the way we work, with Project Servator, which employs new street policing tactics and cutting-edge training to deter and detect criminal and terrorist activity, the most notable enhancement. Servator was piloted for three years in the City before being adopted by other national police forces and was deployed widely at last year's Commonwealth Games in Scotland.

International footprint

Our international footprint was enhanced in 2014/15, with amongst others, a secondment agreement with the New York District Attorney's Office. This agreement sees one of their staff working within the Economic Crime Directorate for two years, while one of our officers will work in the New York

District Attorney's Office. The scheme is being funded by US fine forfeiture monies.

Serving our diverse communities

We believe in close relationships with our stakeholders across the City and UK; from providing advice to global businesses on how to design out fraud, to protecting religious communities from threats, while keeping the City one of the safest places in London to live and work.

There is a powerful relationship of trust between this force and the diverse communities it serves, within the Square Mile and nationally. We have worked hard in the past 175 years to establish that trust, and we do not take it lightly. To maintain it, we must remain relevant in a climate of fast-moving technology and cyber-enabled crime, we must ensure as a force we are nimble and engaging. I am delighted to say we have the will and the tools to enable us to be so.



CHAIRMAN'S FOREWORD



Deputy Henry Pollard
Chairman of the City of London
Police Committee

We have had a fruitful year: as well as continued attention to the higher security threat we have successfully delivered the first phase of our Police Accommodation project, are developing a pan-London response for our victims of fraud and improving the service provided by Action Fraud. The Police Committee has been at the forefront in helping the Force improve the service delivered to our diverse communities – providing the appropriate strategic drive and focus. We have worked hard in partnership with the Force to sustain our momentum in these austere times – producing a clear blueprint for the future.

Our Policing Plan for 2015-18 provides an evidence-based response to our current crime threats and reflects the views of our business community and our City residents. We continue to provide strong oversight and scrutiny of the City Police, ensuring that their services provide real value for money and ensuring that our City Communities feel safe and secure.

I would like to praise the force for successfully reducing crime levels in the City, particularly in terms of shoplifting and business burglary. Recently, we have seen an increase in the reporting of on-line bullying & harassment and motorcycle & scooter thefts – but this mirrors the current crime profile across London. We have a clear plan in place to tackle these increases in 2015-16. Again this year, the City Police has successfully managed a number of high profile policing events, including the Royal Marines 350th Anniversary, the Tour of Britain and the Service for Afghanistan.

I have been pleased with the progress the City of London Police has made in improving the service for our victims of fraud. With our partners – MOPAC & the BTP, we have successfully piloted a new pan London service for the most vulnerable victims of fraud – the Economic Crime Victim Care Unit. This will ensure that victims of fraud in London receive the appropriate advice and support and the unit will help significantly reduce the number of repeat victims.

Significant improvements have also been made to the service provided by Action Fraud – which was transferred to the City Police in April. Our Economic Crime Directorate has a global reputation for tackling financial crime and our Fraud Academy is establishing itself as a market leader in providing highly specialised courses in combating fraud.

The Force's innovative and modernising approach has started to bear fruit in 2014-15. Our Economic Crime Directorate is now based in a new state of the art office in Guildhall Yard East. Through creative IT solutions and better ways of working they now utilise a fraction of the office space they previously occupied. This coupled with the "City Futures" staffing development programme is helping deliver on our objective of having a world class policing service. I would like to particularly thank Keith Knowles for his commitment, drive and desire in helping make the new police accommodation a reality.

As Chairman of the Safer City



Partnership, I would like to thank our partners in helping make our residents, workers and visitors feel more safe and secure. We have run a number of very successful initiatives this year most notably; our Christmas “Party People” campaign – supported by the Mayor of London and Behind Closed Doors – the anti-stalking and domestic violence raising awareness campaign. I would finally like to thank all of our Police Committee Members and our Executive in Town Clerks for all their hard work and commitment this year and their continued focus on service improvement and excellence.

As I enter my fourth year as Chairman, I am confident the force will further embrace modern working practices, achieve further success in the Economic Crime brief and continue to work with our partners under the strong leadership of the Commissioner and his team.

POLICING IN A CHANGING WORLD

The City of London is an ever-changing environment. Change is everywhere: from the skyline, to the burgeoning night-time economy and the nature of businesses that choose to locate here. As the Square Mile's dedicated police force, the City of London Police mirrors its environment; innovative and agile, the force adapts to opportunities, threats and challenges, while ensuring delivery of a service that is second-to-none.

Prevention Engagement

In 2014/15 terrorists carried out attacks in Paris, Sydney, Toronto and elsewhere. Shocking as these attacks were, they served to illustrate that the risk from extremists hasn't dissipated although the methods they employ have changed. The City of London Police has been at the forefront of many counter terrorism policing developments and in 1997, as part of a suite of measures to combat the threat from Irish republicans, the force developed the 'ring of steel' and the Automatic Number-plate

Recognition System (ANPR) a ground-breaking system now used globally. With terrorist methods evolving, law enforcement must review the tools and techniques it employs. In the City this has included the introduction of new policing tactics under Project Servator, directed at deterring terrorism and detecting crime. Other techniques involve traditional policing practices around gathering, collection and analytical use of intelligence. In April 2014 the force augmented its counter-terrorism tool-kit by adopting a fundamentally new approach to preventing radicalisation of individuals and the development of extremist beliefs with the Prevent portfolio (part of the Prevent strand of the Home Office's approach to tackling terrorism) moving to the Community Policing Team.

The force's Counter Terrorism Prevent work stream sees officers engaging with business, community groups, educational establishments and the Corporation of London to deliver bespoke targeted content that aims to identify those at risk of developing

“With terrorist methods evolving, law enforcement must review the tools and techniques it employs. In the City this has included the introduction of new policing tactics under Project Servator, directed at deterring terrorism and detecting crime.”

violent or non violent extremist ideologies, across a range of areas from far right, religious based, animal rights activism or environmental terrorism that encourages violence.

Engagement with businesses has been delivered through tailored workshops, with content determined by the specific

needs of that business and their staff. Project Griffin – the ongoing partnership with the City of London Police and those responsible for security within the City's business community – is additionally utilised to ensure effective and wide dissemination of the Prevent work-stream amongst the City's working population. With community groups, the Prevent officers attend residents meetings and other groups, addressing concerns and educating people on the risks associated with particular activities, as well as building strong bonds and communication channels within communities where extremism can occur. Community engagement in the past year has also seen the force deliver workshops on female genital mutilation, honour based violence and forced marriage.

Although how the force works to prevent and deter extremist acts of violence is an important element of its work, in the past year, the force has taken a fresh look at more traditional threats faced by City communities. Reported levels of harassment and stalking have increased

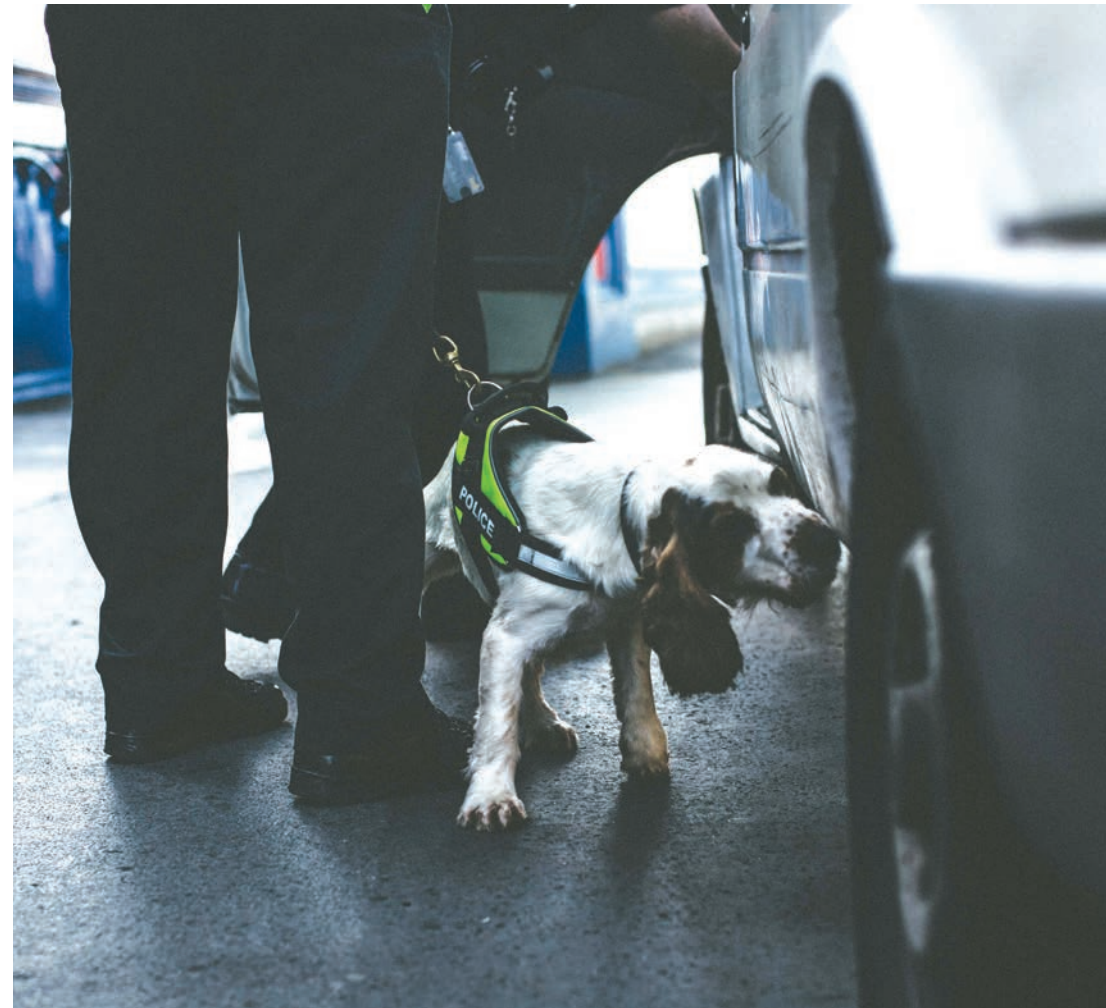
nationally, and with almost 50 per cent of stalkers appearing at their victim's place of work these are no longer crimes that can be reviewed as purely 'domestic' in nature. To address this, in late 2014 the force delivered 'Behind Closed Doors'; an event aimed at City employers to highlight their duty of care in relation to domestic abuse, harassment and stalking, outlining what they can do to identify and help those who may be at risk of these most insidious of crimes. The event was very successful and has led to several further workshops with local authority staff, teachers, housing officers, GP's, judges, magistrates and university staff.

The City Population

The City has been the financial heart-beat of the UK for centuries and the force has always enjoyed positive and constructive relationships with businesses located in the Square Mile. It is, however, through the force's Economic Crime Directorate that these existing relationships have been strengthened and new partnerships with businesses and trade associations across the City,

and indeed the UK, forged. In November 2014 the force signed a memorandum of understanding with Royal Bank of Scotland (RBS), which sees the bank provide the organisation with specialist financial expertise for complex frauds and economic crime investigations. In addition, in 2015, technology giant Microsoft seconded an employee to the Economic Crime Directorate's National Fraud Intelligence Bureau, where his industry expertise will help to combat computer service fraud. Within the Economic Crime Directorate, there are several members of the Special Constabulary who work for major City organisations and provide the force with specialist technical expertise. Having these skills made available through the Special Constabulary, secondments and other agreements, is a much appreciated, and highly valuable, addition to the force's toolkit.

Although home to many large multi-national companies, approximately 80 per cent of City-based businesses are small and medium sized enterprises. And with Tech City, the largest





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technology start-up hub in Europe, on the City boundaries, the demographic within the City has changed noticeably in the past decade. Historically known as a quiet area of London at weekends and outside of office hours, the City now boasts a burgeoning nighttime economy and much improved retail facilities, such as New Change near St Pauls. This brings with it its own specific policing issues and much work has been undertaken with retailers, licensed premises and the Corporation of London in the past year to ensure those coming to the City of an evening or weekend can continue to enjoy its traditionally low-crime environment.

In the year 2014/15, acquisitive crime decreased across the City, due to cross-force operations dedicated to tackling thefts. Unfortunately, over the same period, violent crime has increased. Although partly due to 'online' criminality, such as harassment, this is also due to the nighttime economy and issues associated with excessive alcohol consumption. The force works closely with the Corporation of London's licensing team to reduce opportunity for this type of crime to occur.

Although the statistics show a rise in violent crime, offences in the City have tended to be relatively minor and serious acts of violence remain rare in the Square Mile.

The changing nature of crime

Traditional crime in the UK continued its downward trend in the past year. This is encouraging and welcome, although the City of London Police argue that how crime is recorded is not fully representative of the crimes people encounter in the UK every day, with cyber-related crimes, and in particular fraud, significantly under-reported.

As the National Lead Force for Fraud, the City of London Police has unique insight into the level of fraud perpetrated across the UK. Frauds reported through Action Fraud are recorded in the national crime figures, but many millions are not reported to Action Fraud. These are, in the main, frauds where banks and other businesses are classified as the victim, and quite often in these circumstances, they choose not to report offences.

The City of London Police is working with industry to establish methods that will make reporting these offences simpler. This will lead to an increase in reported crime, but in doing so will also generate a more accurate intelligence picture of fraud across the UK, and lead, it is hoped, to resources being allocated towards preventing and investigating this modern and, unfortunately increasing, crime.

New crimes call for new policing practices and through the Economic Crime Directorate the force employs numerous methods to match the online-capability of the criminals who perpetuate fraud and economic crime. This includes blocking access to advertising revenues, payment services and domain rights. For example, in 2014/15, Operation Ashiko, which is run out of the Police Intellectual Property Crime Unit, was behind the closure of over 4000 UK based-websites that sold or advertised counterfeit goods or infringed copyright.



A dichotomy of tradition and innovation

In 2014, the City of London Police celebrated its 175 anniversary. A scan of its history shows a force at the forefront of policing during times of immense national and global turbulence. As the dedicated public service for the historical centre of London, however, it is a force suffused with heritage and tradition.

Over the past 175 years, the force has developed tools and solutions for local threats, be they in the real or digital environment, that have been later adapted by national and global law enforcement colleagues. Although one of the UK smallest forces, the City of London Police's impact in a changing world is exceptional.

Social Media

Social media has revolutionised communications and in 2014/15 the force embraced social media with enthusiasm to interact on a more personal level with the communities it serves.

The force's main Twitter account @CityPolice now has more than 42,000 followers. This equates to 10 per cent of the transient population of the Square Mile and exceeds the number of followers achieved by other larger police forces across England and Wales. It is used to deliver up-to-the minute City-based and wider law enforcement, safety and travel information. On any one day tweets can cover topics such as; promoting successful prosecutions off the back of City of London Police investigations; appealing for witnesses and information following crimes and incidents; advertising events such as road safety initiatives; and supporting national crime awareness campaigns.

This year the force began using @CityPolice to appeal for the public's help in locating people who are wanted in connection with crimes that have taken place in the City of London. Already these 'Most Wanted' tweets have achieved some success.

The success of @CityPolice has seen a number of sub-accounts established focussing on specific areas of the force. This includes @CityPoliceNLFF, dedicated to promoting the work of the City of London Police in its role as National Lead Force for Fraud. The achievements of the Economic Crime Directorate's industry funded units, the Insurance Fraud Enforcement Department and Police Intellectual Property Crime Unit, also get airtime through @CityPoliceIFED and @CityPolicePIPCU respectively, while scam alerts are distributed through @ActionFraud.

Most recently @CityPoliceDogs went



Supt, Paul Clements @CityPoliceSuper

live, giving members of the public an insight into the unique world of the force's Dog Section. The four-legged furry crime fighters amassed a remarkable 1,000 followers in just two weeks, with most tweets sent by the dog's handlers receiving multiple 'replies', 'retweets' and 'favourites'.

Training recently delivered has led to a surge of police officers 'live tweeting' about what they are doing on the beat. This includes one of England and Wales first direct-entry superintendents, Paul Clements, who joined the force from the Bank of England last year; @CityPoliceSuper has proved popular with members of the public eager to understand what this new role involves.

The City of London Police YouTube channel shows videos created to raise public awareness of a number of key issues. The force recently released CCTV footage through YouTube of a City worker having his mobile phone snatched from his hand in the Square Mile by a thief on a bicycle to highlight the need for members of the public to look after their belongings. Within two weeks the footage had been watched by almost 300,000 people across 10 countries and was picked up by UK print and broadcast media.



NATIONAL RESPONSIBILITIES: THE ECONOMIC CRIME DIRECTORATE

The Economic Crime Directorate (ECD) is the largest of the City of London Police's five directorates and hosts the force's national responsibilities. The directorate is comprised of several units; some of which derive their funding from unique industry partnerships, while others receive direct Government funding. The Corporation of London also provides financial support to the directorate. These funding streams combine to enable the City of London Police to deliver its national responsibilities.

In 2014/15, the force had national responsibility for:

- fraud reporting and analysis
- card and payment crime
- insurance fraud
- serious and complex fraud
- intellectual property crime
- overseas bribery and corruption

A national strategy to combat fraud

In an era of declining crime rates, fraud and, in particular, cyber-fraud stands out as one of the country's fastest growing crime types. As more and more criminals – both individual operators and organised gangs – move online to commit economic crime, many of the established rules of policing and techniques to catch law breakers have become obsolete.

The technology that has revolutionised our lives in the past 20 years has been harnessed to commit economic crime on an unprecedented scale. In the past year the force ran several complex and high profile investigations, leading to successful prosecutions at court. But, with fraud at unprecedented levels, to simply pursue is no longer enough. There has to be a much greater emphasis on prevent, prepare and protect, with police forces and the counter fraud community working in close alliance to ensure people and businesses have the information they

“In the past year, ECD has worked with police forces and other partners to set a national strategy for policing fraud and the mechanisms necessary to deliver this strategy.”

need to keep the threat of online crime out of their homes and workplaces.

In the past year, ECD has worked with police forces and other partners to set a national strategy for policing fraud and the mechanisms necessary to deliver this strategy. These assist forces to improve their investigation capabilities as well as delivering prevention messages that will protect communities from crime. The directorate also champions the needs of victims and helps police forces serve their particular needs.

The national fraud strategy recognises the need to define success in the modern, cyber enabled context where, no matter how effective policing becomes, it will often not be able to reach those who target UK victims from abroad. Success is therefore not measured solely in terms of prosecutions but includes the extent to which the police are able to reduce the impact of fraud – its volume, the value and the harm done to victims.

The National Fraud Intelligence Bureau

City of London Police is host to the National Fraud Intelligence Bureau (NFIB), the engine that powers its national reach. Intelligence assessments produced by the NFIB help police forces, government agencies and the private sector to better understand and respond to economic crime threats.

Working with the Home Office and national law enforcement agencies NFIB has also developed a number of national intelligence products to assess

and articulate the key threats affecting the UK. These have covered subjects such as identity crime, the financial impact of cyber crime and criminal threats affecting the private sector. These products identify the key enablers fraudsters exploit, the vulnerabilities of individuals and businesses, and most importantly, highlight the action required by policing and partners to manage this threat.

In the past year, the NFIB reached over 3 million people in the UK with prevention messages through a national alerts system called Neighbourhood Alert. This comprises the national Neighbourhood Watch coordinator database and provides information on new and existing fraud and cyber trends.

Action Fraud

Action Fraud, the national fraud and cybercrime reporting centre, hosted by City of London Police receives over 20,000 reports of fraud a month. These reports are analysed by the NFIB to identify viable lines of enquiry for local

police forces to investigate (crime disseminations). Over the past year case disseminations have increased to around 6,000 per month. Police forces are dealing with more of these crimes than ever before and the outcomes they are reporting on these crimes are up 200 per cent on last year.

Action Fraud will also review all fraud reports for disruption opportunities. Disruption includes activity such as blocking access to the technological enablers used to facilitate fraud (eg websites, email accounts, telephone accounts) and stopping bank payments. This is reducing the number of victims and volume of financial losses nationally. Approximately 5,000 of the crimes reported a month are utilised for disruption activity.

Economic Crime Prevention Centre (ECPC)

In the past year, the directorate has established the Economic Crime Prevention Centre (ECPC). The centre leads and coordinates the delivery of





prevention messages to help police forces to protect local communities from economic crime.

The ECPC works in partnership with police forces and organisations such as Get Safe Online and other counter fraud community partners to deliver campaigns to the community through a fraud prevention network.

Examples of campaigns over the last year include:

- **12 Frauds of Christmas** awareness campaign delivered by 37 police forces and private sector partners and through an active social media presence that reached 35.8 million people
- delivery of **Protect Yourself** events throughout the country where the ECPC works with local forces to provide education and awareness to frontline police officers / police staff and colleagues from partner organisations.

The Fraud Academy

The Fraud Academy provides a centre of excellence for training in the prevention, detection and investigation of fraud and economic crime and in 2014/15 the Academy delivered training to its one thousandth delegate. Through this the Academy has raised the standard of fraud investigations within policing and the private sector. By sharing expertise with the private sector, demand on policing is reduced by increasing the quality of evidence submitted to police for criminal investigation and improving the outcome of civil investigations.

The Economic Crime Academy is working closely with the College of Policing to develop the new national fraud investigation curriculum. This includes developing online police training packages for initial fraud reporting and first responders to fraud allegations.

In collaboration with police forces throughout England and Wales the Academy produced the Authorised Professional Practice (APP) on fraud



Operation Broadway

Preventing the use of legitimate business services to facilitate fraud

Operation Broadway has piloted a new approach to reducing investment fraud. Often conducted in ‘boiler rooms’, high pressurised sales tactics are employed to misrepresent shares and alternative investments to members of the public. These shares are usually overpriced, often restricted regarding onward sale or frequently have little or no ready market value (and therefore little or no realisable return on investment). The force has been working with the Corporation of London, Trading Standards and landlords to disrupt these boiler rooms.

The force works with companies who provide office space and mail forwarding facilities by offering advice and guidance on how to report and prevent their services from being exploited by fraudsters to facilitate criminality. The approach has been piloted in the City of London and 14 suspected criminal enterprises have been disrupted with 26 arrests to date. Working with the Metropolitan



Police Service, Operation Broadway is being trialled in Canary Wharf, and is being shared with other police forces enabling roll-out in their business districts.

been piloting a specialist victim care unit for London victims (Economic Crime, Victim Care Unit) and in March 2015, received funding to continue into 2015/16. The unit has developed tools to identify and support victims that are at most risk of harm and repeat victimisation. Whilst the pilot is focussed on London victims, the directorate is looking to replicate this model in other regions. Learning is shared with Police and Crime Commissioners nationally, so they can consider the benefits of this type of unit when commissioning victim services locally.

In the past year, ECD’s asset recovery team has obtained 41 confiscation orders against convicted criminals. These criminals have been ordered to pay back over £4 million obtained through criminal activity. Almost £4 million of these funds have been returned to victims of crime and with the rest being invested in the fight against crime.

investigation. This is the first official guidance on fraud prevention, disruption and investigation for law enforcement and counter fraud professionals. In partnership with the British Bankers’ Association the Academy delivered a suite of one day workshops on fraud, anti-money

laundering and anti-bribery and corruption within the financial services sector.

Victim Care

Victims of economic crime have their own specific needs; complex frauds can take years to investigate leaving victims

unable to achieve resolution and rebuild their lives. Some victims are not even aware they have been defrauded until they receive contact from the police.

With funding from the Ministry of Justice through the Mayor’s office for policing and crime, City of London Police has

International engagement and reach

In 2014, following successful investigations with the New York District Attorney's Office, the force signed an agreement to provide officers on a secondment exchange to each office. The scheme is being funded by US fine forfeiture monies. Along with the chance to share intelligence and best practice there are many investigative opportunities on both sides. New York and London are awash with money service bureaus, a facility that is known to be used to launder money.

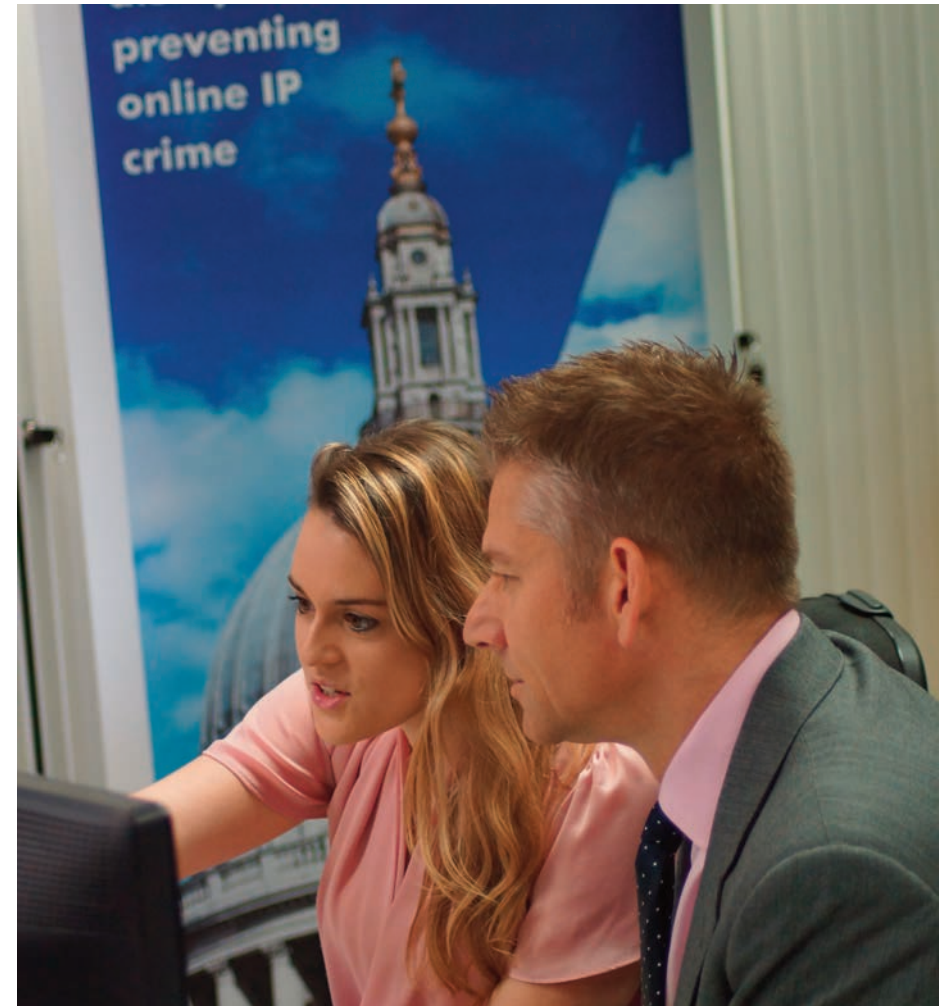
In 2014 the first convictions under Operation Rico were achieved. The operation was established by the City of London Police to tackle suspected international organised crime networks believed to be running boiler room operations responsible for millions of pounds of investment fraud. The 2014 convictions involved a gang of fraudsters who made hundreds of thousands of pounds conning international investors into buying diamonds. Five men were jailed for a total of 20 years after 30

duped investors lost a total of £700,000. The force's asset recovery team restrained cash and assets worth £130,000 and is now hoping to return some of the stolen funds to victims.

This case forms part of a much wider investigation into what is believed to be a significant network of boiler-rooms operating in the UK and Spain. Following more than 100 arrests across Europe and the USA in 2014, the force continues to work with partners, including the Spanish National Police, National Crime Agency, Financial Conduct Authority and Serious Fraud Office to bring more suspected criminals to trial.

Banking industry and law enforcement collaborate on anti-money laundering

In February the force was party to a major new anti-money laundering taskforce. A 12 month pilot, developed in partnership with the Home Office, National Crime Agency, British Bankers' Association and other financial institutions, the taskforce will share intelligence and aid the fight against money laundering.



LOCAL RESPONSIBILITIES: POLICING THE SQUARE MILE

The City of London remains one of the safest places to live and work in London, with crime rates low compared to areas with a similar demographic. The force's responsibilities within the Square Mile are broad, covering (amongst others) anti-social behaviour, the night-time economy, road safety, counter-terrorism and large public events.

Night-time economy

There are approximately 150 pubs, clubs and bars within the City, a substantial increase on the number ten years ago and following the 2003 the Licensing Act, there has been a substantial increase in premises that open post midnight. Weekend opening of licensed establishments has also increased in the City in recent years. These are all factors that have driven a change in approach to licensing within the force.

In recent years, the Licensing Team has changed from being an administrative vehicle that assisted the Licensing

Justices at the City of London Magistrates Court to a proactive unit. Since 2008, the unit has been co-located with the Corporation of London's Licensing Team (responsible for issuing licences). By being co-located there are significant opportunities to engage with both the Licensing Team and the Environmental Team, who also have a significant remit under the Licensing Act. This ensures a joined-up approach to countering public nuisance that is either a potential with a new application or actual with an existing licence.

The key activity undertaken by the Licensing Team is the review of problematic licences. Problematic premises are identified by reports of disorder and public nuisance, as well as analysis of all crimes – from violence to thefts – that occur in the City to ascertain if they have occurred in conjunction with any particular venue. Once a venue becomes of concern to the force, the Licensing Team engage with the venue's management to establish the root cause of the issues



“The City moved to a 20mph speed limit, and officers held a week of action to raise awareness of the reduction in speed limit in the City to 20mph”

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and suggest improvements and adaptations to their practices. Usually this is enough to prevent further problems, but if issues persist, the team can have a venue’s license revoked. Since 2009 four premises in the City, where violent disorder and public nuisance occurred, have closed, while others have had amendments to their licence.

Working with the street population

Operation Fennel is the work of the Street Intervention Team who, in partnership with the Corporation of

London, deal with rough sleeping, begging and associated anti-social behaviour. In areas of the City where these issues occur, the Operation Fennel team work, frequently overnight, with rough-sleepers to persuade them to engage with available support programmes. The team will give rough sleepers up to three opportunities to interact with addiction workers and outreach agencies. If after these three interactions, a rough-sleeper chooses not to engage, other remedies are pursued to deter aggression and other anti-social behaviour. Police and community support officers also help at the local homeless hub (located in a City-based church) to help the homeless community manage their particular issues.

Road safety

Road traffic safety remains a priority within the City with the focus on vulnerable road users (pedestrians, cyclists and motor-cyclists) which make up 83% of reported casualties. In August 2014 as part of an initiative to reduce this statistic, the City moved to a

Noel Anthony Reid

In January 2015, Noel Reid was sentenced to ten years in prison following a trial at the Old Bailey, having been found guilty of three counts of theft, common assault, robbery and sexual assault.

Between February and July 2014 Reid targeted lone women who were smaller than him in the Square Mile late at night, using violence and intimidating behaviour to steal items from their bags. In March he sexually assaulted a woman, who managed to fight him off.

In July, plain clothes officers saw Reid attempting to steal from a woman. On arrest, he was found in possession of a mobile phone belonging to a previous victim.

The sentencing judge said, ‘I commend the police who mounted an operation to arrest [Reid]; it was only the actions of the police that stopped you offending’.

20mph speed limit, and officers held a week of action to raise awareness of the reduction in speed limit in the City to 20mph. With the number of cycling journeys in the City increasing year-on-year the organisation has put in place an educational initiative, Operation Atrium, which seeks to raise awareness of the dangers of travelling close to large goods vehicles.

Commercial vehicles continue to play a significant part in a number of serious

collisions in the City, and to address these issues, the Force, under the auspices of London’s Industrial HGV Task Force, (funded by Transport for London and the Department for Transport), undertakes routine enforcement, targeting issues such as un-roadworthy vehicles and ‘driver hours’ offences. In March 2015, the Task Force won the Carmen’s Company Safety Award for 2014, for its outstanding contribution to transport safety.

Prolific Gym Thief

In November City of London police officers arrested John Fletcher after a nationwide manhunt. The prolific gym thief had been wanted by eight police forces after stealing expensive watches and other jewellery from lockers, worth tens of thousands of pounds.

The clubs targeted include Nuffield Health, Virgin Active and David Lloyd as well as hotel gyms across the country. He would enter the changing rooms and wait until he was alone before forcing open lockers. He targeted the same gym's on two or three occasions and then moved on.

Following repeated media appeals he realised he was wanted by officers and attempted to change his appearance by growing a beard and changing his hairstyle and clothing. He was tracked down after a staff member at the Grange City Hotel recognised him from the

City of London Police media appeals. He was sentenced at the Old Bailey on the 15 December to two years in prison.

At sentencing Detective Sergeant James Curtis said "Fletcher targeted upmarket gyms to steal expensive watches and jewellery to fuel his lifestyle "The nationwide manhunt, including a Crimewatch appeal, began in 2013 and he is thought to have stolen items worth tens of thousands of pounds before he was arrested.

He admitted to a further five thefts from gyms in Surrey which were taken into consideration at court. Despite efforts to recover the stolen items none have yet been recovered and officers believe he quickly sold them after the thefts.

responsible for policing the event, which took place without major incident. Although not a day-to-day part of the force's responsibilities, managing large-scale, high-profile events such as these is something the force is adept at.

A collective effort

The responsibilities of the City of London Police are vastly different to those met by the force 175 years ago and the world of crime and policing continues to change at an ever increasing rate. Despite this it is a source of pride that the force continues to reduce crime and protect the City of London. This is not just down to the commitment and professionalism of officers and staff, policing is a collective effort and the force grateful for the support and assistance it receives from our community and partners and in particular the services provided by the Corporation of London.

High profile public events

The City of London plays host to many public events over the course of a year; some are relatively small but with important guests requiring discreet but targeted policing operations, while others are much larger affairs, such as

state banquets at the Guildhall or large-scale services at St Paul's, requiring major operational policing.

In March 2014, the Queen, political leaders, military commanders and hundreds of veterans and their families commemorated the end of combat

operations in Afghanistan at a service at St Paul's Cathedral. Following the service a parade took place ending at the Guildhall with a reception for dignitaries, veterans and their families. The service was aired live across the BBC with millions watching at home. The City of London Police was



MILESTONES ACHIEVED IN THE MODERNISATION PROGRAMME

Over the past few years, much work has been undertaken within the City of London Police on its modernisation programme. The programme has several strands, all striving towards the single goal of creating a modern police force equipped to manage 21st century crimes and issues. In 2014/15, the force reached significant milestones in the programme.

Ongoing budgetary pressures

The programme drivers have been multifaceted, with one of the most pertinent being the ongoing budgetary pressure all police forces find themselves operating under. 'Doing more with less' is now very much business as usual in the organisation, and as a result the mindset of the force has changed. Revenue generating opportunities are constantly explored and exploited, particularly within the Economic Crime Directorate where providing services that attract income – such as insurance fraud enforcement, or specialised training – have become part of the unit's DNA.

Technology

The range of technology advancements and improvements within the force's sphere in the past 12 months has been remarkable – from piloting body-worn cameras, to enhancing the City's extensive CCTV network – modernising the technology required to police the City (and beyond) has been a mammoth task.

In 2014, both the City's much-lauded 'ring of steel' security and protection system, and the automatic number plate recognition (ANPR) system benefited from major software and hardware upgrades. Improvements will, in time, enable officers to have access to live video images while on patrol and give them the ability to direct CCTV cameras across the Square Mile.

The force has committed to providing all beat officers with a personal tablet computer, enabling them to spend more time out on patrol and make them more accessible to the communities they serve. Extensive analysis of the various options available was undertaken and

the 'Toughpad', a robust tablet computer used by law enforcement and emergency services around the world was selected. The plan is now at the 'proof of concept' stage with roll-out of new tablets to all beat officers expected later in 2015. This will be a huge adaptation in the way officers work and forms an important strand of the force's agile working programme.

In October 2014, a computer refresh programme commenced with staff receiving new lap-top computers. The flexibility offered by lap-top computers is integral to the force's 'agile working' programme. At the heart of agile working is the philosophy that 'work is something you do, not somewhere you go – it's an activity, not a place'. Agile workers have the flexibility to work from a variety of places without necessarily having a fixed base to return to. For some officers and staff, agile working is already part of their life while for others it will represent a major shift in how and where they perform their duties.

Buildings

The City of London Police building estate is in need of extensive refurbishment and rebuilding. A five year Accommodation Programme commenced in January 2013, to manage the extremely complex process of modernising the estate while also providing, on an ongoing basis, suitable accommodation for officers, staff, the mounted division, the dog unit and the custody suite. The design ethos behind the accommodation programme has been to enable the force to be flexible in how it uses its estate and utilises available technology.

In January 2015, a significant milestone in the accommodation programme was reached when the Economic Crime Directorate, various corporate departments and the offices of the Commissioner and Assistant Commissioner moved to new headquarters at Guildhall Yard East (GYE). The building, which overlooks the Guildhall, has been extensively refurbished and provides modern accommodation designed around the

agile working concept.

Later in 2015, a major rebuilding project at the Wood Street site will commence. When completed, Wood Street will become the main operational police station within the City. The force section house, Bernard Morgan House, closed in early 2015 and its owners, the Corporation of London, now intend to sell the building.

When all of the moves to refurbished accommodation are completed in 2017-18, the force will vacate the Snow Hill and Bishopsgate sites and these will also be sold.

One Safer City Partnership

In keeping with many agencies in the public sector the force has been reviewing opportunities to build partnerships with organisations who share common goals. Although early days, the force is working closely with the Corporation of London on an initiative named the 'One Safer City Partnership'. Within scope of the partnership is delivery of services where



both organisations' commitments mesh and the required skill-sets among staff are similar.

The work has seen a number of joint projects established between the City of London Police and the Corporation, with the goal of building efficiencies and

improving the service offered to the public across both organisations. Currently under consideration is the establishment of a Joint Control and Contact Centre and a Community Safety Hub. It is envisaged both will facilitate a more joined-up and streamlined provision of services to City residents, workers and visitors.

The journey continues

Modernising an organisation such as the City of London Police takes significant effort, money and patience. A lot of hard work has been required to get this far. With long-anticipated improvements coming on-stream across the force in the past few months, the modernisation programme has become reality. There is still much to do, but with the roll-out of each enhancement generating excitement and renewed energy within the force, the journey has become easier. Some elements of the modernisation programme do not have an end point, but for the major projects, the half way stage has been reached and the end, although some way off, is definitely within sight.

A MEMORABLE YEAR FOR FORENSIC SERVICES

January 2014 heralded a new chapter for the force's Scientific Support Unit as it relaunched as Forensic Services. As the first point of contact for knowledge and advice with regard to high tech crime (digital forensics), fingerprint development and identification, scenes of crime and the Coroner's office, the relaunch highlighted the expertise and experience within the team and marked the end of an exciting period of reorganisation in the department.

Although small, the lab is equipped to cover the forensic skills required across the force; from DNA profiling to high-tech cybercrime. While other forces have merged their forensic teams to reduce cost, City of London Police maintains a stand-alone lab, sharing delivery of services between the in-house team and carefully selected specialist external providers. The past year has seen a culture change within the force as more units called on the team for assistance in matters not usually considered within the remit of forensic

services. The team have made their value felt, particularly in operational activity relating to complex cybercrime, where skills relating to identification and advice on item seizure have enhanced investigations.

The force's Forensics Services department differs from most across UK policing as one of only two run by a practicing forensic scientist, rather than a manager. And as forensic labs become automated and dependent on technology, the City of London Police's lab continues to maintain equipment for traditional forensic practices, alongside state-of-the-art facilities.

One of the areas where more traditional methods remain is the finger-print bureau. Many forensic labs across the country have switched to a 'lights-out' approach to finger-print identification, relying entirely on computer-based comparisons. The lab at City of London Police employs both computer and manual methods, choosing the most appropriate method on a case-by-case basis. In 2015 the bureau achieved

ISO accreditation, testament to the skills and dedication within the forensics team.

The lab's disaster victim identification (DVI) work is also well regarded and during 2015, the DVI team will be part of the UK's DVI unit on stand-by in the event of an international disaster.

Improvements in DNA profiling have led to several City-based cold cases being reopened. Although in their early stages, it is hoped advancements in profiling could provide new leads in cases of violent sexual attack from over 10 years ago.

With its respect for traditional skills and zeal to adopt up-to-date methodologies, alongside its ability to maintain a local and national profile, the Forensic Services team is a credit to the organisation, encompassing as it does much of the force's distinctive character; achieving excellence while providing a world-class service.





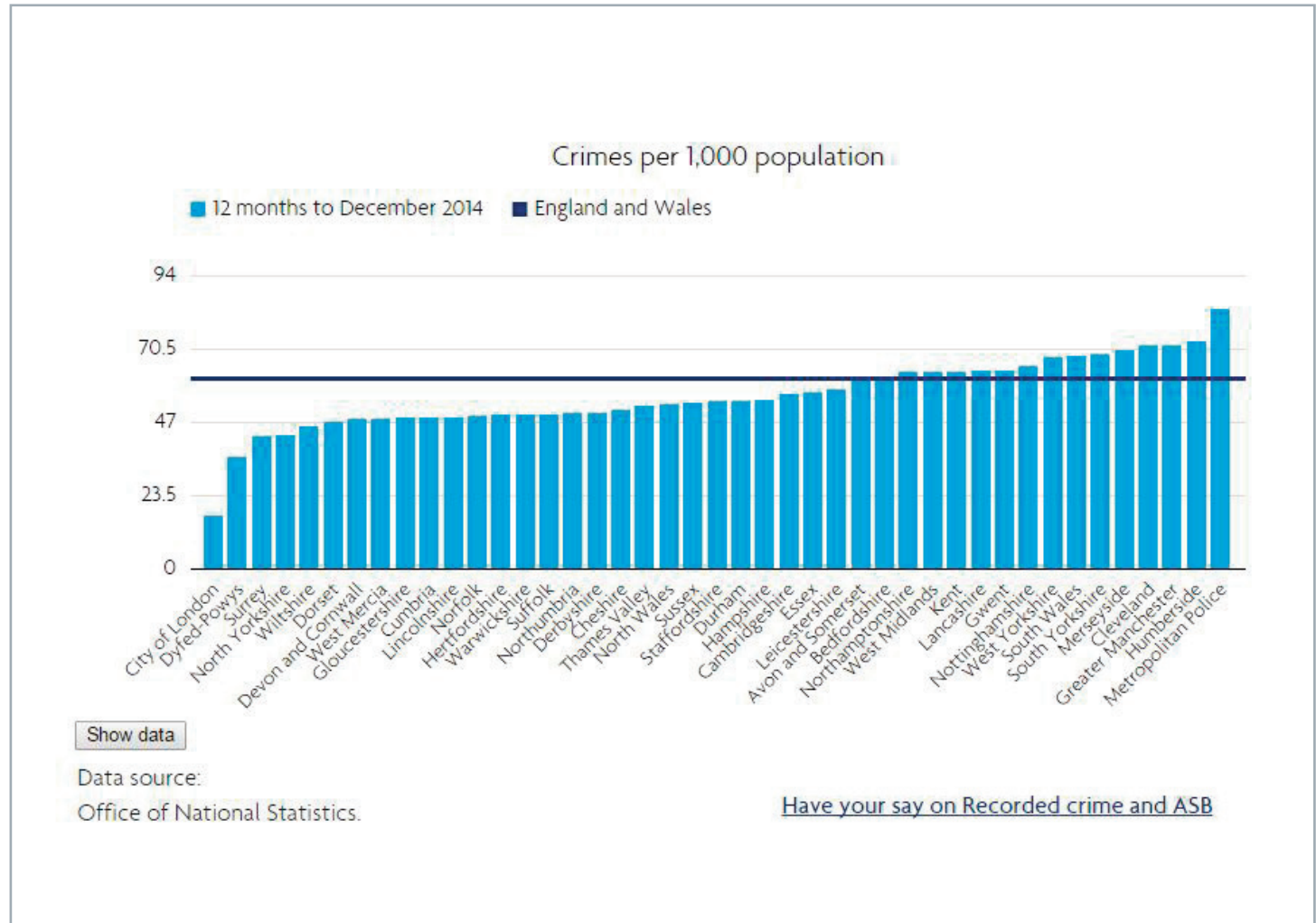
DOING MORE WITH LESS

In line with financial challenges impacting police forces nationally, the City of London Police was faced with budgetary constraints across its national and City-based responsibilities in 2014/15. The force, under the guidance from the City Futures programme, strives to deliver a world-class service to all its communities and achieve to excellence in all it does. Work to achieve these goals cannot cease because funds are tight, and therefore meeting these goals has required ingenuity and dedication across the force.

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The Square Mile remains one of the lowest crime rates in the UK. This achievement has been met under the backdrop of budget reducing by 15% over the past five years. During the same period, however, the force has increased the number of officers working on the front line from 85% of officers in 2010 to 92% in 2014.

In a 2014 inspection undertaken by Her Majesty's Inspectorate of



Constabulary, the City of London Police was classed as good at reducing crime, preventing offending, investigating offences and tackling antisocial behaviour. Praise was also made in the report for the way victims are put at the heart of the service and the success of City Partnership arrangements.

By working with business and other agencies the force can bring more criminals to justice and improve the effectiveness of the policing response. As an example, 2015 saw the 1000th suspect dealt with by the Insurance Fraud Enforcement Department (IFED), a unit setup in partnership with, and funded by, the insurance industry, to bring down insurance fraud.

These successes have been achieved by empowering officers and staff to make decisions to create a smarter and more responsive service.

By responding to public needs confidence in the force remains 'high' compared to police forces nationally, indicative of the force's commendable ability to 'do more with less'.



HIGHLIGHTS

The past 12 months have seen many operational highlights across the City of London Police with notable sentencings in court, high profile public events and significant media interest in the work of the organisation.

2014

In April career criminals Mathew Noad and Clive Gristan were jailed for running a fraudulent land-banking scheme. Both received sentences of four years and eight months for the scheme which resulted in estimated victim losses of £10 million.

In June, the economic crime directorate circulated its first fraud and cyber profiles to UK police forces, providing insight into the fraud and cybercrime picture in their area.

June also saw the sentencing to two and a half years imprisonment of businessman, Sanjay Kumar, after he faked his own death to enable his wife to claim £1 million in life insurance.



In July, the force's Intellectual Property Crime Unit, (PIPCU), began replacing adverts on copyright infringing websites with a City of London Police warning that the site was under criminal investigation. This has resulted in over ten million hits to the referral page from those attempting to visit websites under investigation.

July was when longest serving police horse, Finn, retired after 14 years of service. His last day on the beat was marked with dedicated Twitter activity.

In August, prolific burglar Gary Riley was sentenced to four years imprisonment following a spree of commercial burglaries in the City.

August saw a gang who targeted 36,000 victims in complex ATM frauds across the country being jailed for a total of almost 16 years.

August also saw arrests and seizure of £400,000 in an investigation into Hajj-based fraud, following the launch in June of a campaign to raise awareness of frauds aimed at pilgrims wanting to attend Hajj.

In September, City of London Police supported the Rugby World Cup as the first wave of tickets for the 2015 tournament were allocated to fans. The force was tasked with deterring the sale of fake tickets and fraudulent applications.

Also in September, in an interview with the Times, Commissioner Adrian Leppard called for a national awareness campaign to combat fraud and cybercrime.

In October, following a prolonged investigation by the force's Overseas Anti-Corruption Unit (OACU), Sam Tree was sentenced to three and a half years, while his wife, Joan, received a two year suspended sentence for the sale of fake bomb detectors to police and security services across the globe.

October saw good news for the force as the Government confirmed ongoing funding for PIPCU to 2017, a significant boost to protecting the creative industries.





November was a stand-out month. The force's 175 anniversary was marked with a float in the Lord Mayor's show celebrating the force's rich history.

Also in November, the Commissioner gave the key-note speech at the financial crimes and cyber-security symposium, hosted by the New York district attorney's office. A memorandum of understanding was signed between the New York district attorney's office and the City of London Police to enable a

two year secondment programme to the respective offices.

And finally in November, the first sentences in Operation Rico were passed down, with five men sentenced to a total of 20 years for their part in running an international diamond boiler room, while two men, Paul Pobi and Shakeel Ahmed, were sentenced to five and four years respectively for grievous bodily harm following a rare violent incident in the City.

December saw John Fletcher sentenced to 2 years following a campaign of thefts targeting gyms and sports clubs in the City and across the country, following a national manhunt.

Also in December, a married couple who submitted a fraudulent £70,000 insurance claim by alleging their son had been left blind in one eye following an accident were sentenced to 12 months in prison.

Additionally in December, Commissioner Adrian Leppard achieved front page

coverage in the Evening Standard when he called for banks to do more to report fraud.

2015

In January, Alexander Pratt and Mark Sisson were jailed at the Old Bailey for a total of four years after they defrauded £1.2million from victims through an overseas boiler room.



Also in January, the new force headquarters at Guildhall Yard East opened, with corporate service and teams from the Economic Crime Directorate moving to the refurbished offices.

In February, internationally renowned musician and teacher, Philip Pickett, was sentenced to eleven years imprisonment at the Old Bailey after being found guilty of two counts of rape and two counts of indecent assault.

In March, the force policed a service at St Paul's Cathedral to commemorate the end of combat operations in Afghanistan. The service was attended by the Queen and several members of the Royal family, political leaders, military commanders and hundreds of veterans and their families.

And finally, in March, the force's mounted branch played a lead role in the funeral cortege of King Richard III in Leicester.

THE LEADERSHIP

Commissioner Adrian Leppard



Adrian Leppard joined Surrey Police in 1984 and spent much of his service as a Detective, investigating a

broad range of criminality with specialist expertise in hostage negotiation, intelligence and covert operations.

As a Senior Investigating Officer he has investigated homicides and other serious crimes. He completed a Masters Degree in Business and Administration with City University in 2000.

Adrian served five years in Kent police where, as a Chief Officer he held responsibility for specialist operations including serious crime, community and road safety, counter terrorism and public protection.

As Commissioner since 2011, Adrian has been heading up the country's lead force in economic crime and also forms part of the Corporation of London Chief Officer Team.

He was awarded the Queen's Police Medal in the 2012 New Year's Honours List.

Assistant Commissioner Ian Dyson



Ian Dyson has had a varied career, joining the Metropolitan Police Service in 1983, working within

many different areas including crime and drug squads, vice and strategic planning.

For 11 years, Ian was a Public Order cadre trained senior officer, and has extensive experience of commanding the policing of large public events.

Ian joined Surrey Police as Assistant Chief Constable in June 2008, overseeing some of the highest confidence levels in the country and improving Neighbourhood Policing.

Ian joined the City of London Police as Commander in September 2010 and has led the force change programme. He is National lead for Contact Management and led the national rollout for the 101 non-emergency number.

In September 2012, Ian was promoted to Assistant Commissioner of the City of London Police.

Commander Wayne Chance



Wayne Chance joined the City of London Police in October 2012, having been a police officer with

the Metropolitan Police Service (MPS) for 26 years.

During a full and varied career with the MPS, Wayne managed the introduction of the first Police Community Support Officers (PCSOs) to London.

As Programme Manager for the London 2012 Olympic and Paralympic Games Security Programme, Wayne was responsible for the creation and development of the multi-agency Olympic Security Directorate.

As a Borough Commander for Southwark, he oversaw significant reductions in all levels of crime, especially violent crime and gang-related incidents. In 2012 Wayne implemented the recommendations around community engagement following the August 2011 disorder.

In April 2013 Wayne was promoted to Commander responsible for Operational Policing.

Commander Steve Head



Steve Head began his service in the Metropolitan Police Service in 1985 before moving to the City of London Police

in 2000. He has held a variety of Uniform and Detective posts since, including Head of Special Branch, Director of Intelligence, Head of Specialist Crime Operations, Head of Territorial Policing and Head of the force's Economic Crime Directorate.

In 2011 he passed the Police Strategic Command Course and in April 2013 was promoted to Commander with responsibility for economic crime, and specifically for the roll-out of the National Programme to create a comprehensive network of regional fraud teams across the whole of England and Wales.

He is a graduate of the FBI's National Academy, and a member of the Leaders in Counter Terrorism Alumni. He is also on the board of the London Fraud Forum and the police advisor to the UK's fraud prevention service, CIFAS.

He is the National Police Coordinator for Economic Crime.

Director of Corporate Support Eric Nisbett



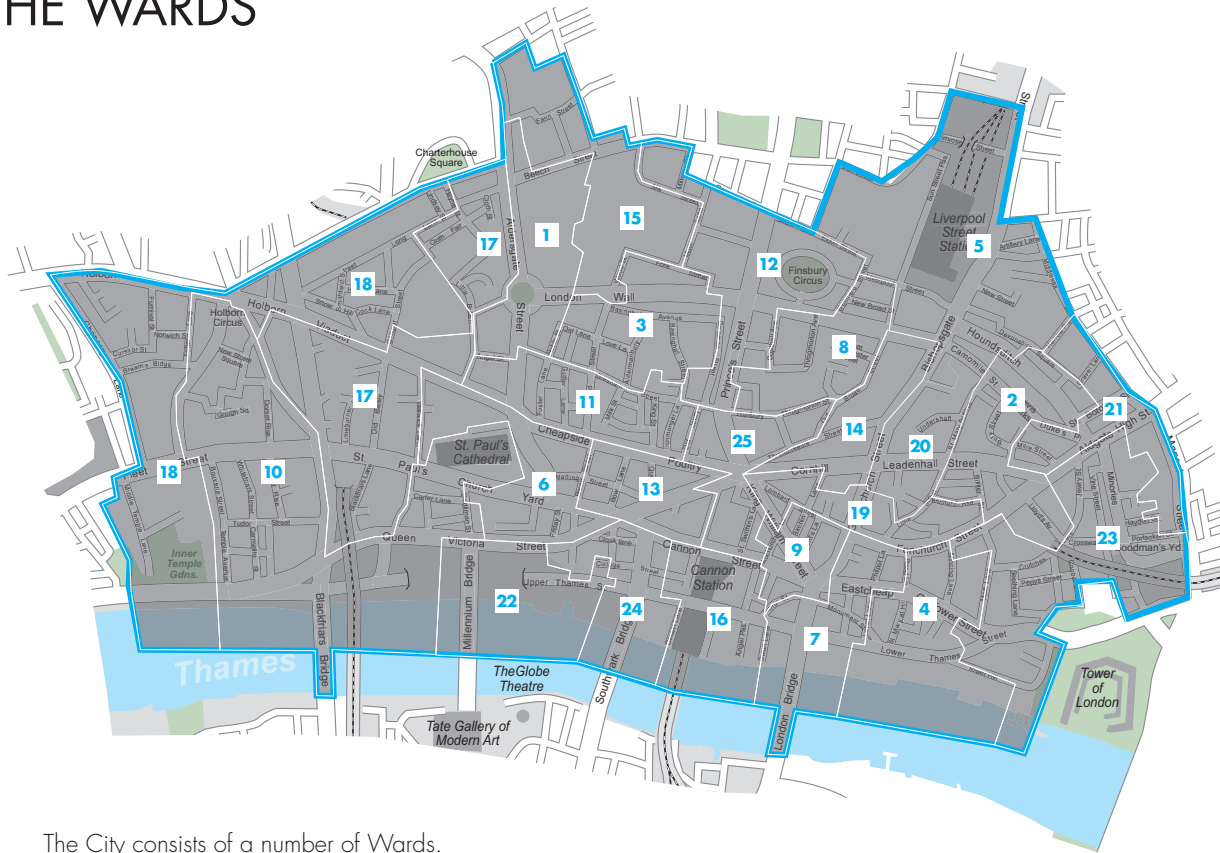
Eric Nisbett, an Associate Member of the Chartered Institute of Management Accountants

(ACMA), joined the City of London Police in 2002 from the London Borough of Hackney where he was the Finance and Operations Manager within a directorate.

He is the highest ranked civilian in the force and has overall responsibility for Corporate Services including Administrative Shared Services, Finance, IT, General Services, and HR Services (including Learning & Development and Health & Safety) and the shared Occupational Health Service (including Wellbeing, formerly Welfare) with the City of London Corporation.

He is the Programme Lead Officer and Programme Executive for the Force Accommodation Strategy which is working towards providing the force with a new estate which will meet its future needs.

THE WARDS



The City consists of a number of Wards.

Key to Wards

- | | | | | |
|-----------------|--------------------|--------------------|------------------------|----------------|
| 1. Aldersgate | 6. Bread Street | 11. Cheap | 16. Dowgate | 21. Portsoken |
| 2. Aldgate | 7. Bridge | 12. Coleman Street | 17. Farringdon Within | 22. Queenhithe |
| 3. Bassishaw | 8. Broad Street | 13. Cordwainer | 18. Farringdon Without | 23. Tower |
| 4. Billingsgate | 9. Candlewick | 14. Cornhill | 19. Langbourn | 24. Vintry |
| 5. Bishopsgate | 10. Castle Baynard | 15. Cripplegate | 20. Lime Street | 25. Wallbrook |

Community policing (formerly known as Wards Policing) consists of three teams – Residential, Business and Street Intervention, which cover the whole of the Square Mile.

Deputy Henry Pollard, Chairman

Henry Pollard is an elected Member of the City of London Corporation, having been elected for the Ward of Dowgate in 2002. He has served on the Police Committee since 2007 and previously served as Deputy Chairman and Chairman of the Professional Standards Sub Committee. He is Chairman of the Safer City Partnership and Patron of the City of London Crime Prevention Association. He also sits on the Investment Committee, Financial Investment Board, Planning and Transportation Committee and Finance Committee. He is Chairman of the Corporation's Christ's Hospital Committee, an Almoner of the school and a Liveryman of the Skinners' Company.



Henry works for the global fund management group Invesco Perpetual in London where he is a Regional Sales Director servicing a range of financial intermediaries including banks. He has been involved in financial services for the past 25 years.

PERFORMANCE AGAINST THE 2014/15 POLICING PLAN

The City of London Police is required to produce an annual report on the progress which has been made in the financial year in meeting the police and crime objectives in the police and crime plan.

Outlined below are the objectives laid out in the Policing Plan and progress against them:

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.

Achieved: The level of satisfaction recorded for 2014/15 was 98% against 94.45% in 2013/14

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

Achieved: Deployments of 1973 hours on average per calendar month over 2014/15 against 1635 in 2013/14.

Safer Roads

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

Achieved: all tasked education and enforcement events delivered during 2014/15

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

Achieved: 504 drivers apprehended in 2014/15 against 498 in 2013/14.

Public Order

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

Achieved: During 2014/15 the force maintained all necessary levels of staff to deliver public order obligations under the Strategic Policing Requirement

■ To ensure that at least 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

Achieved: 90.2% of residents/businesses surveyed satisfied with information received.

Crime Reduction

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

Missed: During 2014/15 the force recorded 750 victim based violent crimes, against 664 in 2013/14.

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

Achieved: During 2014/15 the force recorded 3535 victim-based acquisitive crimes against 3699 in 2013/14.

■ To measure victims' satisfaction with the outcome of their crimes

Over 2014/15 55.6% of victims were satisfied, 23.5% were dissatisfied.

Antisocial Behaviour

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

Achieved: In 2014/15 there were 1129 ASB incidents recorded, against 1173 in 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

Achieved: All respondents satisfied with service provided with 60% completely satisfied and 40% very satisfied.

Fraud

■ To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided

Achieved: 90% of fraud victims satisfied with the service provided

■ To ensure that City-fraud crime investigated by the Economic Crime Directorate results in a positive action whether through offender disposal, prevention or disruption.

Not applied in 2013/14 so setting a baseline was not possible

National Lead Force

■ To increase by 20% the number of investigators trained by the Fraud Academy compared to 2013-14

Achieved: 898 investigators trained in 2014/15

■ To increase the number of high priority/priority organised crime groups using fraud, disrupted through national partnerships with law enforcement agencies

Achieved: this target was met

■ To increase the value of fraud prevented through interventions compared to 2013-14

Achieved: £369,642,050 value of fraud prevented in 2013/14 against £260,294,154 in 2013/14

■ To ensure at least 90% of victims are satisfied with the Action Fraud reporting service.

Achieved: 92.16% of victims were satisfied

Satisfaction

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

Missed: 83.9% of victims were satisfied

■ To ensure that at least 90% of the street population surveyed consider the police in the City of London are doing a good or excellent job

Missed: 87.7% of street population thought the force was doing a good or excellent job



apostrophe

SJ

BUS STOP

St Paul's Cathedral

4	11	15
17	23	26
100	172	N11
N15	N21	N26
N47	N76	N93

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STATISTICS

HARASSMENT (Protection from harassment)

13/14 **43**
14/15 **80**

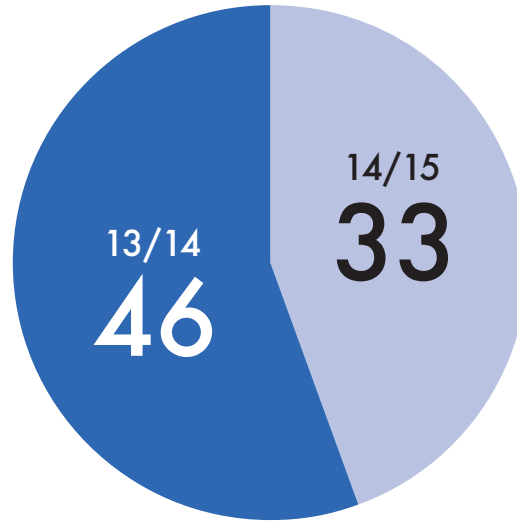
ASSAULT WITH INTENT TO CAUSE SERIOUS HARM No. of offences

13/14 **15**
14/15 **9**

THEFT OR UNAUTHORISED TAKING OF A MOTOR VEHICLE No. of offences

13/14 **57**
14/15 **104**

ROBBERY (PERSONAL PROPERTY) No. of offences



ASSAULT WITHOUT INJURY No. of offences

13/14 **182**
14/15 **237**

TOTAL EXPENDITURE £'000





HOME OFFICE RECORDABLE CRIME

Number of Offices

	2014/15	2013/14
Victim based violent crime		
Homicide	0	1
Violence with injury	343	342
Violence without injury	264	348
Sexual offences	58	59
Victim based acquisitive crime		
Robbery	47	38
Burglary	288	228
Vehicle offences	129	196
Theft from a person	396	384
Theft of pedal cycles	347	375
Shoplifting	630	582
Other acquisitive crime	1862	1732
Criminal damage	245	207
Drug offences	440	414
Possession of weapons	22	28
Public order offences	160	210
Miscellaneous crimes against society	210	174
Total countable crime	5441	5318

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Home Office Recorded Crime Total

	13/14
Recorded	5,554
Detected	1,673
% sanction detections	30.1

OUTCOMES BASED ON CRIME DISPOSAL DATE

	Victim based Violence		Victim Based Acquisitive		All other crimes	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Charge/Summoned	131	144	501	471	316	326
Caution – youths	1	0	1	2	2	1
Caution – adults	99	86	73	64	176	138
Taken into consideration	0	0	35	1	0	1
The offender has died	1	0	1	1	0	0
Penalty Notice for Disorder	0	1	14	15	27	23
Cannabis Warning	0	0	0	0	191	179
Community Resolution	2	22	12	40	2	8
Prosecution not in the public interest (CPS)	2	1	0	1	1	4
Formal action against the offender is not in the public interest (Police)	30	21	25	21	21	24
Prosecution prevented – Named suspect is below the age of criminal responsibility	0	0	0	0	0	0
Prosecution prevented – Named suspect too ill to prosecute	3	4	3	2	2	4
Prosecution prevented – Named suspect identified but victim is deceased/too ill to give evidence	1	0	0	1	0	0
Evidential Difficulties – Victim declines to support further police action	18	51	17	29	8	6
Named Suspect Identified – Victim supports but evidential difficulties prevent further action	96	88	98	88	56	67
Named Suspect Identified – Victim does not support further police action	84	99	17	22	10	23
Prosecution time limit expired	3	1	0	0	0	1
Investigation Complete – No suspect identified. Crime investigated as far as reasonably possible	152	174	3384	2609	266	212
Total with an Outcome	623	692	4181	3367	1078	1017

The data within the above table is based crime records that were finalised during FY 2014/15 which will include crime records created during other financial years.

ARRESTS ARISING FROM ANPR[†] ACTIVATION

	13/14	14/15
Uniform/CID	178	178

[†]Automatic Number Plate Recognition

ASSAULTS ON POLICE OFFICERS IN CITY OF LONDON

	13/14	14/15
Sec 18 GBH	0	0
Sec 20 GBH	0	0
Sec 38 Assault	0	1
Sec 47 Assault	3	4
Police Act 96 Sec 89 (1) Assault	18	8

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DRUG OFFENCES

Disposal of drug offences (by offender)	No. of detections	
	13/14	14/15
Charges/summons	109	118
Cautions/reprimand/final warning/Penalty Notice	137	105
Cannabis warning	192	177

As one person can be sanctioned for more than one crime – the total here will not equal the total sanctions reported above.

VICTIM BASED CRIME DATA AS PER HOME OFFICE CLASSIFICATION

No. of offences		No. of detections	
13/14	14/15	13/14	14/15
4609	4609	930	930

TRAFFIC PROSECUTIONS

	13/14	14/15
Persons subject to written warnings	329	45
Vehicle defect rectification scheme notices issued (option to repair or be prosecuted)	50	91
Endorsable penalty tickets issued	1,152	1,526
Non-endorsable tickets issued	2,815	1,629

CAMERA DETECTED OFFENCES – SPEED AND AUTOMATIC TRAFFIC SIGNAL (RED LIGHT)

	13/14	14/15
Number of offences	17,680	10,567
Conditional offers made	2,791	1,539
Accepted offers	2,774	1,225

REPORTABLE ROAD TRAFFIC CASUALTY COLLISIONS

	13/14	14/15
Fatal collisions	1	4
All other injury collisions	363	395

PUBLIC ORDER AND SPECIAL OCCASIONS

	13/14	14/15
Operations	805	645
Marches	1	1
Demonstrations/picketing at industrial disputes	93	94
Visits by members of the Royal Family to the City	70	93
VIP protection for persons other than the Royal Family	18	55
High value cargo escorts	56	60

ISSUE AND USE OF FIREARMS

	13/14	14/15
Officers authorised to use firearms	56	62
Operations where persons known or believed to be armed	25	30

PROTECTION

	13/14	14/15
(1) Persons	76	173
(2) Property eg premises and valuable goods in transit	56	59
Incidents in which firearms were discharged (other than in training)	0	0

HUMAN RESOURCES

HEAD COUNT		White or White British		Mixed		Black or Black British		Asian or Asian British		Chinese/ Chinese British or other ethnic minority group		Not Stated		Total
		F	M	F	M	F	M	F	M	F	M	F	M	
Police	ACPO	0	4	0	0	0	0	0	0	0	0	0	0	4
	Chief Superintendent	0	4	0	0	0	0	0	0	0	0	0	0	4
	Superintendent	2	7	0	0	0	0	0	0	0	0	1	0	9
	Chief Inspector	5	11	0	1	1	1	0	0	0	0	0	0	19
	Inspector	8.8	36	0	0	0	1	0	0	0	0	0	2	47.8
	Sergeant	22.9	84.7	1	2	1	1	0	5	0	1	0	0	118.6
	Constable	106.58	384.5	3	6	3	4	2	10	2	0	1	7	529.08
Sub Total	145.28	531.2	4	9	5	7	2	15	2	1	2	9	731.48	
Special Constables	10	40	0	0	0	1	0	4	0	0	4	2	61	
Support Staff														
	ACPO	0	0	0	0	0	1	0	0	0	0	0	0	1
	PCSO	1	8.79	1	0	0	0	0	1	0	0	0	0	10.79
	Staff	129.1	86.98	7	2	17	9	22	7	4	4	5	3	296.08
	Supervisor	18.46	39.1	1	0	4	1	0	0	0	1	2	2	68.56
	Manager	17	9	0	0	1	1	0	2	0	1	0	1	32
Sub Total	164.56	143.87	9	2	22	12	22	10	4	6	7	6	408.43	

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CIVILIAN SUPPORT STAFF – sickness absence

Absences due to sick leave	460
Working days lost	2,505
Average strength	408
Average number of days lost per member of CSS	6.1

POLICE – sickness absence

Absences due to sick leave	510
Working days lost	4,112
Average strength	730
Average number of days lost per officer	5.6

EXPENDITURE AND INCOME

EXPENDITURE	2013/14		2012/13			
	Latest approved budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
Premises-related expenses	4,805	4.3	4,815.7	4.3	4,137.6	4.0
Transport-related expenses	2,317	2.1	2,078.6	1.9	2,111.3	2.0
Supplies and services	11,762.0	10.6	10,896.3	9.8	9,271.9	8.8
Third-party payments	966.0	0.9	917.4	0.8	809.9	0.8
Central and other recharges	2657.0	2.4	2,776.8	2.5	2,661.8	2.5
Surplus transferred	0.0	0.0	805.0	0.7	1,379.0	1.3
Capital expenditure (inc. financing costs)	2,751.0	2.5	1,429.4	1.3	607.7	0.6
Contingencies	0.0	0.0	0.0	0.0	0	0.0
Total other expenditure	25,258.0	22.8	23,719.2	21.3	20,979.2	20.0
Employees (inc. pensions)	85,523.0	77.2	87,840.3	78.7	83,953.2	80.0
Total expenditure	110,781.0	100.0	111,559.5	100.0	104,932.4	100.0

INCOME	2013/14		2012/13			
	Latest approved budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
Home Office revenue grants (Principal Formula and SSA)	57,798.0	52.2	57,798.0	51.8	57,458.0	54.8
Police Authority	5,139.0	4.6	5,139	4.6	5,139	4.9
Total basic income	62,937.0	56.8	62,937.0	56.4	62,597.0	59.7
Other Home Office revenue grants	31,264	28.2	31,974.2	28.7	30,486.0	29.0
Other grants, reimbursements and contributions	11,031.0	10.0	10,651.9	9.5	8,856.9	8.4
Surplus transferred	1,130.0	1.0	111.8	0.1	0.0	0.0
Customer, client receipts and recharges	3,061.0	2.8	4,483.9	4.0	2,384.8	2.3
Home Office capital grant/capital receipt	1,358.0	1.2	1,400.7	1.3	607.7	0.6
Total income	110,781.0	100.0	111,559.5	100.0	104,932.4	100.0



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London
EC2V 5AE

Snow Hill Police Station
5 Snow Hill
London EC1A 2DP

Wood Street Police Station
37 Wood Street
London EC2P 2NQ
7.30am – 7.30pm
Monday to Friday



Committee(s)	Dated:
Police – For Decision	20 May 2015
Subject: Public Sector Pensions Reform – Establishing a Local Pensions Board: Police Pension Scheme	Public
Report of: Chamberlain	For Decision

Summary

The Public Services Pensions Act 2013 requires that all pension schemes establish a local Pensions Board for the purpose of scrutinising the adequacy of arrangements in place to meet the requirements of scheme regulations and the extent to which local policy and guidance is fit for purpose.

Final regulations have now been received, this report proposes composition of the Police Pensions Board, in line with the Board established for the LGPS.

Recommendation(s)

Members are asked to:

- Establish a Police Pensions Board as a Sub-Committee of the Police Committee, comprising 3 Employer and 3 Scheme Member representatives, in accordance with the Police Pension Scheme Regulations and the draft Terms of Reference set out in Appendix 1.

Main Report

Background

1. In addition to changes to the scheme benefits, the Public Services Pensions Act 2013 includes a number of amendments to the administration, financial management and governance of public service pension schemes. The requirements of the Act were effective from 1 April 2015, of particular note and the subject of this report, a local Pensions Board must be established for all pension schemes in operation.
2. It is the responsibility of the Scheme Manager to establish the Pensions Board, for the City of London Police this is the Court of Common Council. The Town Clerk and Comptroller and City Solicitor have advised that this responsibility falls within the authority delegated to the Police Committee.

Current Position

3. Regulations for the Police Pensions Scheme were laid before Parliament on 5 March 2015, this report outlines proposals for the constitution of a Police Pensions Board.

Constitution

4. The core requirements of the Police Pensions Board are consistent with those of the LGPS Pensions Board (established by Court of Common Council 5 March 2015), in that its role is to scrutinise the adequacy of arrangements in place to meet the requirements of scheme regulations and the extent to which local policy and guidance is fit for purpose. Similarly, it must comprise Employer and Scheme Member representatives in equal numbers.
5. It is proposed that the constitution and Terms of Reference of the Police Pensions Board reflect those of the LGPS Pensions Board. Draft Terms of Reference are attached as Appendix 1 to this report, in summary, it is recommended that:
 - i. The Police Pensions Board comprises 6 members:
 - 3 Employer Representatives, of which 2 are Common Councilmen, with the remaining member a Senior Officer
 - 3 Scheme Member Representatives
 - ii. All members of the Board are eligible to stand as Chairman and Deputy Chairman, although to allow reports on the work of the Committee to be made to the Court of Common Council, either the Chairman or Deputy Chairman must be a Member of the Court of Common Council.
 - iii. The Chairman and Deputy Chairman must not both be employer representatives
6. While it is not possible to combine the work of the Police and LGPS Pensions Boards, it is possible, and may be advantageous, for the same two Common Councilmen to serve both Boards.

Conclusion

7. Final regulations for the governance of the Police Pensions Scheme have now been received. The regulations concerning scheme governance are not materially different from those in relation to the LGPS and so it is proposed that a Police Pensions Board be established within the same criteria as the LGPS Pensions Board, the creation of which was approved by the Court of Common Council at its meeting on 5 March 2015.

Appendices

- Appendix 1: Police Pension Scheme Draft Terms of Reference

Background Papers

- Report to Establishment and Finance Committees May 2011: Consultation on the report of the Independent Public Services Pensions Commission Final Report
- Report to Establishment and Finance Committees July 2012: Local Government Pension Scheme 2014 Employer Consultation
- Report to Establishment Committee 31st January 2013: The Local Government Pension Scheme 2014 – Draft Regulations on Membership, Contributions and Benefits
- Report to Establishment and Finance Committees July 2013 - Local Government Pension Scheme (LGPS) 2014 Implementation
- Report to Summit Group and Chief Officers Group December 2014 - Public Sector Pensions Reform – Establishing a Local Pensions Board (Local Government Pension Scheme)
- Report to Policy and Resources Committee 22 January 2015 - Public Sector Pensions Reform – Establishing a Local Pensions Board (Local Government Pension Scheme)
- Report to Policy and Resources and Police Committees February 2015 - Public Sector Pensions Reform – Establishing a Local Pensions Board Update

Matt Lock

Head of Payments and Support Services

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POLICE PENSIONS BOARD OF THE POLICE COMMITTEE – Draft Terms of Reference

1. Constitution

A Non-Ward Committee consisting of,

- Two Members of the Court of Common Council, serving as employer representatives
- A further one employer representative from the City of London Police
- Three scheme member representatives.

In addition, the Board has the power to appoint one co-opted member (with no voting rights) as an independent advisor to the Board, should the Board require further technical guidance.

All members of the Board will be appointed for a four year term.

2. Quorum

The quorum consists of four Members, including two employer representatives and two scheme member representatives.

3. Membership 2015/16

EMPLOYER REPRESENTATIVES

- 1
- 2
- 3

SCHEME MEMBER REPRESENTATIVES

- 1
- 2
- 3

4. Chairman

All members of the Board will be eligible to stand as Chairman and Deputy Chairman and to vote on the election to these positions. To allow reports on the work of the Committee to be made to the Court of Common Council, either the Chairman or Deputy Chairman must be a Member of the Court of Common Council. The Chairman and Deputy Chairman must not both be employer representatives

5. Terms of Reference

In line with the requirements of the Public Services Pensions Act 2013 for the management of the City of London Corporation's Pension Scheme, to be responsible for

assisting the Scheme Manager (the City of London Corporation) in the following matters:

- a) Securing compliance with the scheme regulations and other legislation relating to the governance and administration of the scheme and any statutory pension scheme that it is connected to;
- b) Securing compliance with requirements imposed in relation to the scheme and any connected scheme by the Pensions Regulator; and
- c) Other such matters as the scheme regulations may specify.

Committees:	Dates:
Police Committee	20 th May 2015
Subject: Police ICT Company	Public
Report of: Chief Information Officer	For Decision
<p><u>Summary</u></p> <p>This paper proposes that the City of London Corporation joins the national Police ICT Company. The Company was set up by the Home Office with the intention of supporting innovation and efficient procurement across the policing sector in the provision of ICT. It has now commenced operations and has received unanimous support from Police and Crime Commissioners and other policing bodies. At the cost of £25,000, membership will open a number of opportunities for the City of London Corporation to develop its Police ICT capabilities in collaboration with partners and play a role in shaping the national police ICT strategy.</p> <p>RECOMMENDATIONS</p> <p>It is recommended that the Police Committee agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of Police Committee, to join the national Police ICT Company at the cost of £25,000, subject to the agreement of suitable terms and final signoff by the Comptroller and City Solicitor.</p>	

MAIN REPORT

BACKGROUND

1. When Police and Crime Commissioners (PCC's) were elected, the Home Office proposed that they take ownership of a Police ICT Company with the purpose of driving efficiencies in the procurement and ongoing operation of Police ICT and to support innovation.
2. A PCC Police ICT Board was established to review the requirement. The Board proposed that a Police ICT Company be established, owned and led by PCC's and other policing governance bodies on behalf of police forces in England and Wales. The Company would provide services to other law enforcement agencies and national organisations with a specific interest in securing efficient and effective policing services.
3. The Company will support law enforcement agencies in making the best use of technology to deliver efficient and effective policing in England and Wales. The

Company will support and complement local activity and help PCCs to secure best value for money. It is intended that the Company will begin as a small, strategically focused entity with core skills and expertise, providing a platform for the Company to deliver more ambitious programmes as confidence builds in its capabilities.

4. To achieve this, the Company will deliver the functions set out below:
 - Provide an overarching IT strategy to help law enforcement agencies and other partners work together effectively through the use of technology. This will enable the development of a national police IT architecture to help forces align and harmonise their local systems
 - Commission the delivery of national police ICT requirements, ensuring strategic and operational fit and value for money
 - Support law enforcement agencies to deliver services more efficiently and effectively by facilitating and enabling greater collaboration, integration and harmonisation between ICT systems
 - Secure value for money by helping law enforcement agencies to get the best deal from suppliers
 - Provide a centre of knowledge and expertise in relation to ICT, encouraging innovation, supporting the delivery of digital capabilities and identifying opportunities for collaboration and shared learning.

CURRENT POSITION

5. The Company has now commenced operations and the recruitment of a Chief Executive is underway. To date 44 organisations have confirmed their interest in becoming members of the company, of which 39 are PCCs. Whilst membership of the organisation is voluntary, if the City of London Corporation were not to join, we would be one of the only policing bodies in the UK not to do so.
6. At its Annual General Meeting on 25 March 2015, the APCC confirmed Board Members of the company as the following:
 - Nick Alston, Essex Police and Crime Commissioner and Chair of the Police ICT Company
 - Alun Michael, South Wales Police and Crime Commissioner
 - Martin Surl, Gloucestershire Police and Crime Commissioner
 - Stephen Greenhalgh, Deputy Mayor for Policing and Crime, London
 - Millie Banerjee, Chair of the British Transport Police Authority
 - Chief Constable, Durham Constabulary
 - Steve Deakin, Chair of the Chief Information Officers' Council

PROPOSAL

7. Officers propose that the City of London Corporation elects to join the Police ICT Company. Membership of the Company will allow the City of London Corporation to play a role in national police ICT projects and initiatives. Company membership

also provides a potential avenue towards improving our ICT systems and services and opens opportunities to develop our ICT capabilities in the medium to long term.

8. In addition, our current outsource arrangements do not preclude us from the other benefits which may be derived from the national procurement arrangements offered by the company.

FINANCIAL IMPLICATIONS

9. The start-up cost for company membership is **£25,000**. It should be noted that this is considered to be 'seed funding' and capital investment for the Company, which will then be incentivised to provide a return on investment and achieve sufficient cashable savings to sustain itself from 2016.
10. Any further financial obligations which are placed upon the organisation for being a member of the Company will be presented to Police Committee and will require the approval of the Committee.

CONCLUSION

11. Membership of a national Police ICT Company presents a unique opportunity for the City of London Corporation to develop its ICT capabilities in support of the City of London Police. The Company has generated significant support from the Home Office and PCCs across the country. Membership of the national Police ICT Company will therefore also demonstrate the commitment of the City of London Corporation to continue its national role in the policing world.

Appendices

Appendix A – A briefing to Police and Crime Commissioners on a proposed Police ICT Company by the Association of Police and Crime Commissioners

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APPENDIX A

Police ICT Company Proposal

General Meeting		Item.	5.0
Lead Commissioners: Nick Alston, Essex Alun Micheal, South Wales Martin Surl, Gloucestershire			

Recommendations/Decisions Required:

- a. That the Police ICT Company will be established
- b. The initial delivery plan for the Company in 2015/16
- c. The core features of the legal entity and governance
- d. That those wishing to be members of the Company will share the cost of the Company during 2015/16

Summary of Activities Undertaken:

1. The PCC Police ICT Board commissioned a number of pieces of work to better understand the requirements for a Police ICT Company. PCCs have been updated on these areas of work as they have taken place:
 - a. Commissioned Bluelightworks to carry out an analysis of local police ICT systems to identify opportunities for greater collaboration and savings.
 - b. Analysed how the Police ICT Company should effectively take ownership of a number of national contracts currently managed by the Home Office.
 - c. With support from Staffordshire, coordinated activity, shared learning and identified opportunities for collaboration in relation to body worn video.
 - d. Along with the Home Office, delivered a supplier engagement event which resulted in the requirement to develop common standards for police technology – this work is now underway through the Operational Requirements Board reporting to the Police ICT Board.
 - e. With support from the Home Office, negotiated a national contract with IBM for the provision of i2 products which will improve capability, limit costs, reduce local procurement time and result in £300k a year saving.
2. It is through these pieces of work that the Board was able to understand exactly what a Police ICT Company could do to help PCCs and forces effectively commission and manage IT.
3. Once functions were identified, the APCC consulted with the majority of PCCs and commissioned Ipsos Mori to carry out more detailed consultation in 4 police forces. The aim was to ensure that the role and functions of the Company will genuinely add value to local activity. The full Ipsos Mori report is attached at **Annex A**. The findings from the consultation with PCCs has been incorporated into the development of this proposal. Importantly, there was strong support for the creation of the Company by the vast majority of PCCs consulted. It is hoped that all PCCs and other policing governance bodies will wish to join the Company.

The Proposal:

4. It is proposed that a Police ICT Company is established, owned and led by Police and Crime Commissioners and other policing governance bodies on behalf of police forces in England

and Wales. The Company will also provide services to other law enforcement agencies and national organisations with a specific interest in securing efficient and effective policing services.

Recommendation 1: Members are invited to agree to the core functions of the company.

2015/16 Delivery Plan:

5. Taking into account the functions set out above, an initial delivery plan for the Company in 2015/16 is attached at **Annex B**. This includes the following:
 - A summary of functions and proposed activity/priorities under each
 - A summary of input required, including investment
 - A summary of benefits the Company will provide
 - A full list of proposed objectives with related inputs, benefits and milestones
6. It should be noted that once the Company is established and has capabilities in place, a full draft strategy and business plan will be developed (it is currently anticipated that this will be available for consultation by the end of May). To provide specific, measurable objectives and benefits, business cases will need to be developed for each area of work. It is also important to note that many areas of work are interdependent – the staffing structure proposed represents the core skills required to provide a holistic support package. The initial structure of the Company provides a platform to enable benefit and value to be demonstrated quickly, only able to grow once a return on investment has been achieved and business cases for further work have been developed.

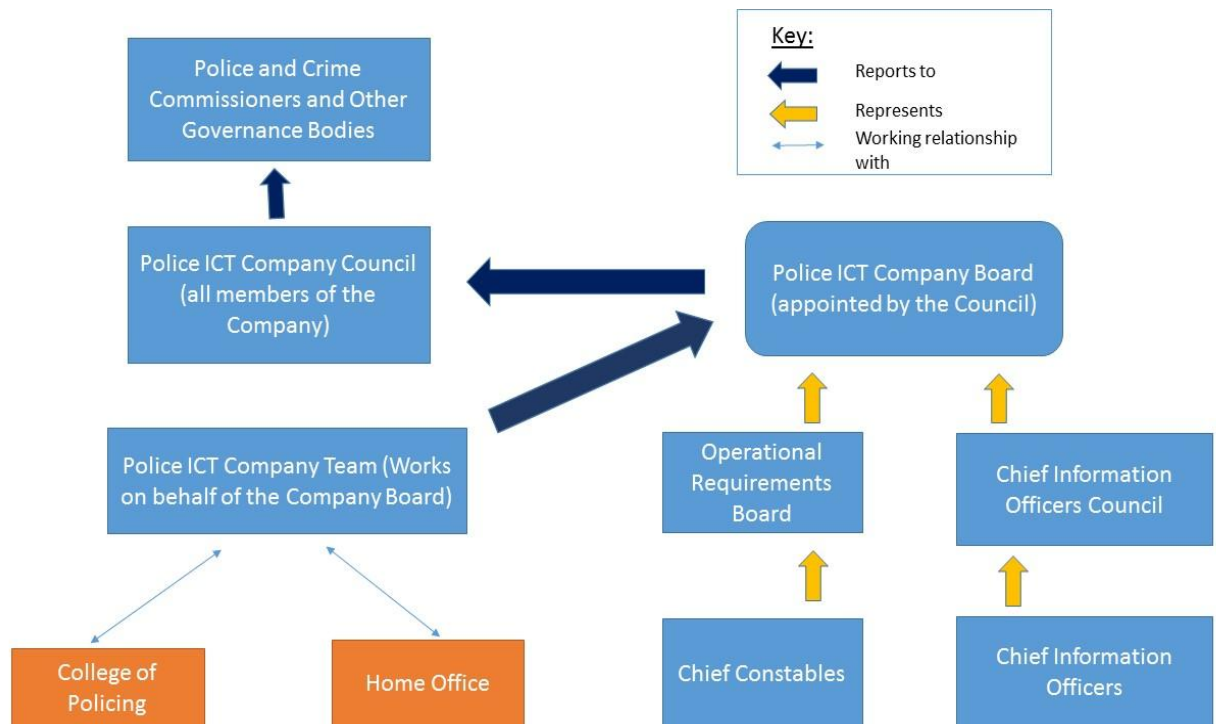
Recommendation 2: Members are invited to agree the delivery plan for the Company for 2015/16, subject to final development once the capabilities are in place.

Legal Entity and Governance:

7. The entity will need to be properly constituted so that it can enter contracts and employ staff. It is proposed that the Company is registered as a Company Limited by Guarantee. Other models have been reviewed, including expanding the remit of the APCC, delivery through a host-force model and Community Interest Company. Legal advisers have recommended that a Company Limited by Guarantee would be the most appropriate model to deliver the functions of the Company. The full draft articles of association have been drafted and are with the PCC Police ICT Board for discussion at their next meeting on 5th February following which they will be circulated to all members for consultation. It is intended that the final articles will be endorsed at the next General Meeting on 25th March, this will also be the point at which Directors of the Company will be appointed. The core features of the articles of association are provided below:
 - a. All Police and Crime Commissioners will be members of the Company along with other policing governance bodies in England and Wales (invited members will also include the

British Transport Police Authority, Ministry of Defence Police Committee, Civil Nuclear Police Authority, City of London Police Committee, Mayor's Office for Policing and Crime);

- b. To enable interoperability and maximize opportunities for efficiency, other organisations with an interest in securing efficient and effective policing services will also be entitled to be members of the Company, including the Home Office, NCA, Scottish Police Authority, Northern Ireland Policing Board, Jersey Police Authority;
- c. Membership may require a subscription to be paid on an annual basis, which must be agreed by members at each Annual General Meeting;
- d. The Company Directors will be appointed from members of the Company on an annual basis. This will include five Police and Crime Commissioners or representatives of other policing governance bodies, a Home Office representative, a Chief Constable representing police operational leadership and a representative of Police Chief Information Officers;
- e. The Board will have the ability to appoint co-optees in order to secure the relevant skills and expertise;
- f. The Chair of the Board will be appointed annually from the members of the Board;
- g. The articles of association will prescribe that any assets held by the Company can only be used in the interests of the Company objectives, including in the event of the Company winding up;
- h. The following decisions will require endorsement of 75% of the members in attendance at Council Meetings:
 - a. Approval of the articles of association
 - b. The annual budget and business plan of the Company, including any subscription required by members
 - c. Appointment of the Board of Directors and related remuneration
 - d. Approval of annual accounts and appointment of auditors
 - e. Approval of commercial policy and asset distribution.
- i. The governance of the Company should formally recognise the requirements to work with the operational leadership of policing as well as the Chief Information Office community. This is demonstrated in the diagram below.



Recommendation 3: Members are invited to agree the core components of the articles of association.

Budget and Subscription for 2015/16:

- The funding required for the Company in 2015/16 falls into two categories, the details of which are set out below:

Core Team

- It is proposed that a small team with a core skill set is appointed to coordinate and drive forward the work of the Company. To successfully manage the delivery plan of the Company the skills required will include IT, commercial, strategy, and knowledge management led by a Chief Executive and supported by an administrative officer and corporate manager. Taking into account office and other infrastructure costs, the total budget required is a maximum of £1.2m. The Board is seeking to reduce costs wherever possible and if the final budget is lower, the subscription will reflect this. On the assumption that of those entitled to join the Company 48 accept, the maximum subscription cost will be £25,000 per member. It should be noted that this is considered to be 'seed funding' and capital investment for the Company, which will then be incentivized to provide a return on investment and achieve sufficient cashable savings to sustain itself from 2016. However, the longer term financial model for the Company will need to be endorsed by its members.
- It should be noted that an Innovation Fund bid has been submitted to cover the costs of the core team for the Company, therefore the subscription will only be required if the Innovation Fund bid is unsuccessful.

11. Following the meeting on 3rd February, those entitled to be members of the Company will be formally invited to participate. As a matter of principle, the full budget will then be divided equally between all those wishing to join.

Recommendation 4: Members are invited to agree that the cost of the Company will be met by those PCCs wishing to join the Company in the event that the Innovation Fund bid is unsuccessful.

Alignment of Existing Resources:

12. A number of national posts (largely secondments from police forces) are currently funded by the Home Office to support national police ICT activity. This work can be summarised as identifying the policing requirements from a small number of police ICT systems (including PND and Holmes), representing the requirements of those developing the systems and supporting forces in rolling out or implementing any changes. This has previously been funded through a Home Office grant. The Home Office has stated its expectation that the costs of these functions should be met by police forces from 2015/16. As the nature of the roles more closely align with the role of the Company, it is proposed that management of these existing roles is passed to the Company once it is established. However, it has been made clear that all roles and functions will be reviewed to ensure the work carried out is part of the prioritised programme of work to be delivered by the Company. This approach will allow for continuity of existing activity whilst working to achieve greater coordination and alignment with the work of the Company, governed by PCCs and other policing governance bodies from April 2015.

Benefits of Membership:

13. In the event that not all Police and Crime Commissioners wish to become members of the Company, and taking account of the possibility that other organisations may wish to receive benefits of the Company from time to time without being members, the Company needs to develop a clear framework through which services can be provided and costs recovered.
14. There will be a number of services the Company provides that will inevitably provide benefit to forces even if they are not members. For example: the development of an overarching police ICT strategy and architecture, the development of common standards, the increased influence of the policing community on Home Office-run systems and increased availability of competitive products.
15. It is proposed that a way to ensure those who are not members contribute to the costs of these wider 'overheads' is to add a financial 'levy' or 'commission' to any specific services accessed by non-members. This would specifically relate to access to national contracts or procurement frameworks. The Crown Commercial Services adds a fee of 0.75% to the cost of services provided to ensure it can cover its cost – this is proposed as an initial benchmark. However, once it is understood how many Police and Crime Commissioners and Other Policing Governance Bodies wish to join the Company, a full analysis will need to be carried out to establish an appropriate level of additional cost. It is proposed that additional costs will also be charged for other activities, for example, attendance at events run by the Company would be free of charge to members but chargeable to non-members. Access to a members-only knowledge hub would be free of charge to members, but charged on a pay-per-user basis for non-members.

Committee(s):	Date(s):
Police Committee	20 May 2015
Subject: Serious Crime Act 2015	Public
Report of: City Remembrancer	For Information
<p><u>Summary</u></p> <p>This report provides an overview of the main provisions of the Serious Crime Act 2015 that will be of interest to the City Police.</p> <p>Recommendations</p> <ul style="list-style-type: none"> • Members are invited to note the contents of this report. 	

Main Report

Background

1. The Serious Crime Act received Royal Assent on 9th March 2015. The Serious Crime Act gives effect to a number of legislative proposals in the Serious and Organised Crime Strategy. Its aim is to ensure that the National Crime Agency (NCA), the police and other law enforcement agencies have the powers needed to tackle serious and organised crime. In addition, the Act includes provisions to strengthen the protection of vulnerable children and others (including to tackle female genital mutilation and domestic abuse). The Act also includes provisions to tighten prison security and to guard against the threat of terrorism posed by returning ‘foreign fighters’.

Overview of the Bill

2. The main provisions in the Act of relevance to the City are in Parts 1-3 which, respectively, deal with the proceeds of crime, computer misuse, and organised crime groups. The key provisions are set out below.

Part 1: Proceeds of crime

3. The Act strengthens the operation of the asset recovery process by amending the Proceeds of Crime Act 2002. The amendments:
 - a) Increase prison sentences for failure to pay confiscation orders;
 - b) Ensure that criminal assets cannot be hidden with spouses, associates or other third parties;
 - c) Require courts to consider imposing an overseas travel ban for the purpose of ensuring that a confiscation order is effective;
 - d) Enable assets to be restrained more quickly and earlier in investigations;
 - e) Reduce the defendant's time to pay confiscation orders;
 - f) Extend investigative powers so that they are available to trace assets once a confiscation order is made.

Part 2: Computer misuse

4. The Act makes a number of changes to the Computer Misuse Act 1990 in particular to ensure that sentences for attacks on computer systems better reflect the damage caused. The Act creates a new offence of unauthorised acts in relation to a computer that result, either directly or indirectly, in serious damage to the economy, the environment, national security or human welfare, or create a significant risk of such damage. The offence will carry a maximum sentence of life imprisonment for cyber attacks which result in loss of life, serious illness or injury or serious damage to national security.
5. The existing extra territorial jurisdiction provisions in s4 of the 1990 Act are extended to provide a legal basis to prosecute a UK national who commits any 1990 Act offence whilst physically outside the UK, even where the offence has no link to the UK other than the offender's nationality (provided the offence is also an offence in the country where it took place).

Part 3: Organised, serious and gang-related crime

6. Part 3 of the Act enhances the ability of law enforcement agencies to prosecute those responsible for serious and organised crime. In particular, it creates a new offence of participation in an organised crime group. This offence will rely on proving an active relationship with the organised criminal behaviour, so the individual will have to have done something actively to participate in the crime.
7. This Part also makes a number of changes to the law governing Serious Crime Prevention Orders (SCPOs) and gang injunctions to strengthen their effectiveness in preventing people engaging in serious and organised crime. Offences relating to firearms possession and cyber-crime are

added to the list of ‘trigger’ offences for imposing an SCPO. The range of activities in respect of which a gang injunction may be granted are expanded to include any involvement in support of the illegal drugs market.

8. The remainder of the Act covers a wide range of areas. There are new powers for the seizure and forfeiture of drug-cutting agents; a number of changes to the civil and criminal law to enhance the protection of children and others; and new offences of unauthorised possession of a knife or other offensive weapon in prison and of throwing an article into a prison without authorisation.

Impact on the City Police

9. The City of London Police is supportive of the aims of the Act, particularly Part 2 which strengthens the Computer Misuse Act and ensures UK compliance with the Attacks Against Information Systems EU Directive. It has also contributed to the drawing up of the 'beneficial ownership' proposals for off-shore subsidiary companies and the asset recovery proposals which should result in more effective seizure under the Proceeds of Crime Act. There may also be a role for the NFIB under Part 3 of the Act in providing the intelligence and evidence to show ‘participation’ in an organised crime group.

Consultees

10. The Town Clerk and the Commissioner of the City Police have been consulted in the preparation of this report.

Background Papers:

- *City Remembrancer’s Report to the Police Committee on the Serious Crime Bill, 16th September 2015.*
- *Serious Crime Act 2015*

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