



Police Committee

Date: FRIDAY, 25 SEPTEMBER 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
Helen Marshall
Deputy Joyce Nash
Deputy Richard Regan
Lucy Sandford
Deputy James Thomson

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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 or 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. **MINUTES**
To agree the public minutes and summary of the meeting held on 24 July 2015.
For Decision
(Pages 1 - 4)
4. **OUTSTANDING REFERENCES**
Report of the Town Clerk.
For Information
(Pages 5 - 6)
5. **STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**
For Decision
 - a) Equality & Inclusion (Pages 7 - 12)
 - b) Community Engagement Update (Pages 13 - 26)
 - c) Any Other Special Interest Area Updates
6. **PSYCHOACTIVE SUBSTANCES BILL**
Report of the Remembrancer.
For Information
(Pages 27 - 30)
7. **COST OF SUBSTANCE MISUSE AND TOBACCO CONTROL**
Report of the Director of Community and Children's Services.
For Information
(Pages 31 - 34)
8. **HEALTH AND SAFETY ANNUAL PERFORMANCE UPDATE**
Report of the Commissioner of Police.
For Information
(Pages 35 - 68)
9. **ANNUAL FEES AND CHARGES 2015 - 2016**
Report of the Commissioner of the Police.
For Decision
(Pages 69 - 82)

10. **MEDIUM TERM FINANCIAL PLAN**
Report of the Chamberlain and the Commissioner of Police.
For Information
(Pages 83 - 88)
11. **CITY OF LONDON POLICE: RISK REGISTER**
Report of the Commissioner of Police.
For Information
(Pages 89 - 98)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
15-17	3

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 24 July 2015.
For Decision
(Pages 99 - 102)
16. **MOUNTED BRANCH**
Report of the Commissioner of Police.
For Decision
(Pages 103 - 106)
17. **CITY OF LONDON POLICE UNIFORM UPDATE**
Report of the Commissioner of Police.
For Information
(Pages 107 - 114)
18. **COMMISSIONER'S UPDATES**
Commissioner to be heard.
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda

21. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 24 July 2015.

For Decision

POLICE COMMITTEE **Friday, 24 July 2015**

Minutes of the meeting of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 24 July 2015 at 11.00 am

Present

Members:

Deputy Douglas Barrow (Deputy Chairman)
Mark Boleat
Simon Duckworth
Lucy Frew
Alderman Alison Gowman
Alderman Ian Luder
Vivienne Littlechild
Helen Marshall
Deputy Joyce Nash
Deputy Richard Regan
Lucy Sandford
Deputy James Thomson

Officers:

Chrissie Morgan	Director of Human Resources
Alex Orme	Policy Officer
James Goodsell	Policy Officer
Katie Odling	Town Clerk's Department
Paula Wilkinson	Town Clerk's Department
Steve Telling	Chamberlain's Department
Doug Wilkinson	Department of the Built Environment

City of London Police:

Hayley Williams	Chief of Staff
Stephen Head	Commander, Economic Crime
Commander Wayne Chance	Commander, Operations
Eric Nisbett	Director of Corporate Services

CHAIRMAN'S OPENING REMARKS

The Chairman welcomed Lucy Sandford to her first meeting of the Police Committee following her appointment by Court on 21 May 2015.

Commissioner Adrian Leppard was congratulated by the Chairman on behalf of the Committee after he received the Mervyn David Award which recognises the contribution of the force in taking forward the national security agenda, by the

1. **APOLOGIES**

Apologies for absence were received from Henry Pollard (Chairman) and Ian Dyson (Assistant Commissioner).

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the minutes of the meeting held on 20 May 2015 be approved.

Independent Custody Visiting Scheme – The Commander, Operations advised that Independent Custody Visitors would be consulted on the new custody suites at the detailed design stage.

4. **OUTSTANDING REFERENCES**

RESOLVED – That the list of Outstanding References be noted.

Police Uniform - It was agreed to submit a report to the Committee on 25 September 2015 to address procurement issues and lessons to be learned.

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

The Chairman reported the successful event on Wednesday 22 July when the Home Office Security Minister, John Hayes visited for the deployment in Tower Bridge to see the tactics first hand alongside the Commissioner of the Police.

6. **THE CITY OF LONDON CORPORATION PREVENT STRATEGY 2015/16**

The Committee considered a report of the Assistant Town Clerk regarding the 2015/16 Prevent Strategy.

RESOLVED – That the report be noted.

7. **ANNUAL REPORT ON PROFESSIONAL STANDARDS ACTIVITY - 2014/15**

The Committee considered a report of the Commissioner of Police which provided a comprehensive overview of activities relating to Police Professional Standards over the year 2014/2015.

The Commissioner expressed thanks to Deputy Nash for her proactive role in assisting with the production of the report.

RESOLVED – That the report be noted.

8. **COMMUNITY REMEDY DOCUMENT**

The Committee considered a report of the Commissioner of Police which set out proposals for the Community Remedy document (CRD).

Members raised a number of concerns about the poor response and the limited scope of the consultation exercise. It was therefore agreed that the consultation process should be rerun, this time with a much broader approach.

As part of this further work it was requested that consideration be given that Community Remedies should not apply in the following circumstances –

- Radical and religiously aggravated offences
- Where the individual has received more than one Community Remedy
- When theft is from theft of a person
- Section 4 and 4a of the Public Order Act
- Common assault
- When the victim is otherwise vulnerable or under 16 years of age

RESOLVED – That the consultation process be rerun.

9. **REVENUE AND CAPITAL OUTTURN 2014/15**

The Committee received a joint report of the Chamberlain and Commissioner of Police regarding the Revenue and Capital Outturn 2014/15.

RESOLVED – That the report be noted.

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

There were no questions.

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

Police Committee Annual Report – The Commissioner commented on the production of the annual report and apologised for the errors. Members were invited to submit any final changes to the revised annual report by close of business on 6 August.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 20 May 2015 be approved.

14. **ACTION AND KNOW FRAUD PROCUREMENT**

The Committee considered a report of the Commissioner of Police regarding the Action and Know Fraud Procurement.

15. **GATEWAY 3 ISSUE REPORT: POLICE ACCOMMODATION PROJECT**

The Committee considered a joint report of the Chamberlain, City Surveyor and Commissioner of Police.

16. **INTEGRATED SUBSTANCE MISUSE AND TOBACCO CONTROL SERVICES TENDER**

The Committee received a report of the Director of Community and Children's Services regarding the Integrated Substance Misuse and Tobacco Control Services tender.

17. **COMMISSIONER'S UPDATES**

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

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

There were no questions.

19. **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.

20. **CITY OF LONDON POLICE CHANGE PROGRAMME**

The Committee received a report of the Commissioner of Police.

21. **RECRUITMENT OF COMMISSIONER**

The Committee considered a report of the Town Clerk.

The meeting ended at 1pm.

Chairman

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POLICE COMMITTEE

24 July 2015

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	23/05/14	Delivery of Police Uniform	Commissioner of Police	In progress Report to the Committee on 25 September 2015.
2.	08/12/14 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 25 September 2015.
4.	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	In progress Interim updates to be provided to the Committee with a Gateway 3 report being brought to the Committee when feasibility study complete no later than March 2016
5.	26/02/2015 Barbican CCTV	Progress update - CCTV upgrade	Safer City Partnership / Director of the Built Environment	In progress - POCA Funding has been agreed. A briefing note would be circulated to the Committee which showed the project timeline.
6.	20/05/2015 Community Engagement Update	The Commissioner of Police agreed to contact Westminster Courts regarding disposals available to Magistrates for lesser acquisitive	Commissioner of Police	In progress - Circulate a briefing note to the Committee which showed data for a three year period.

		crimes.		
7.	24/07/2015 Annual Report on Professional Standards	Visit from the Commissioner of the IPCC	Town Clerk's Department	In progress - Spring 2016
8.	24/07/2015 Community Remedy Document	The consultation process undertaken was not sufficient to allow the preparation of the CRD. Further work will therefore be carried out.	Community Safety Team	We are planning a further round of consultation this month.
9.	24/07/2015 Mounted Branch	Further report to Committee outlining funding options and current position	Commissioner of Police	In progress Report to the Committee on 25 September 2015.
10.	24/07/2015 Action and Know Fraud Procurement	Internal Audit review of how contracts are monitored and what contingency plans should be in place to mitigate risks.	Chamberlains/ Internal Audit	The planned internal audit review of Liquidations, scheduled to take place in November 2015 (and reporting in January 2016), covers the concerns raised by the Police Committee. The review includes the objective of 'assessing the adequacy of pre- contract and ongoing vetting and other due diligence controls intended to minimise exposure to companies likely to fall into liquidation or receivership'. Internal Audit will include BSS Ltd as part of its sample for review.

Committee: Police Committee	Date: 25 th September 2015
Subject: Equality and Inclusion Update	Public
Report of: Commissioner of Police Pol 42/15	For Information

Summary

This paper provides your Committee with an update on key Equality, Diversity and Inclusion related activities conducted by the Force since the previous report to your Committee. The areas covered by this report are:

LGBT Network Stonewall Update – The Force is submitting its Workforce Equality index on the 5th of September. Last year the force rose up the equality index by over 120 places which was exceptional. This year various departments have been engaged in more substantial work to ensure we continue to make progress up the scale.

ENEI Network Membership Update – ENEI have run various training workshops around Equality and Inclusion which staff members of the City of London Police have attended.

Equality Improvement Model (EIM) Update– A review was conducted by an independent consultant and the force is performing well against the EIM. A number of recommendations were made which are being followed by the E & I department.

Positive Action Strategy (BME 2018) – A positive action strategy was drafted by the E & I department as part of the work around the BME 2018 action plan. The Strategy is best practise from across the country around positive action initiatives other forces have in place.

Equality and Inclusion delivery plan Update- A plan has been put in place to address key areas of Equality, Diversity and Inclusion across the force with directorate champions leading on different areas.

Unconscious Bias Training- E & I department are looking at an online unconscious bias training package which can be delivered to the whole force.

Association of Muslim Police Eid Event- The Association of Muslim Police held an Eid event together with the Corporation of London again this year.

Recommendation

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

Main Report

Background

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

LGBT Network Stonewall Update

The Stonewall Workplace Equality Index is an annual benchmarking exercise conducted by the lesbian, gay, and bisexual rights charity Stonewall to determine and showcase the UK's top employers for Lesbian, Gay, and Bisexual staff. The force is submitting the Stonewall workplace equality index on the 5th of September 2015. A lot of work has been done by the staff support network and different departments to gather evidence for the index this year. It is hoped that the City of London Police will move up even further than last year on the index as result of the work carried out by various different departments in the organisation. A further update will be given to your Committee on this in the next quarterly update.

The Workplace Equality Index looks at:

- Whether an organisation has policies in place that guarantee the equal treatment of lesbian, gay, bisexual and transsexual employees
- The content and reach of the organisations sexual orientation and gender identity diversity training
- Facilities made available for lesbian, gay, bisexual and transsexual staff to network, consult and feedback to the organisation
- How the organisation engages with all staff to raise awareness on lesbian, gay, bisexual and transsexual issues
- Career development opportunities the organisation makes available to lesbian, gay, bisexual and transsexual staff
- How line managers promote diversity within their teams
- How the organisation monitors sexual orientation and gender identity and what is done with the data collected
- How the organisation engages with existing and potential suppliers
- How the organisation engages with the wider lesbian, gay, bisexual and transsexual communities

Employers Network for Equality and Inclusion (ENEI)

Through the City of London Police's membership of ENEI, officers and staff have attended a number of workshops and webinars run by ENEI. Below is a list of recent seminars and webinars attended:

Introduction to Inclusive Communications - This introductory session, enabled attendees to:

- Understand how inclusive communications engage diverse audiences.
- Use appropriate language when discussing or referring to diversity groups.
- Identify the basic principles of inclusive communication, through online and offline activities.
- Access tips on embedding key principles in to your own communication strategies and activities.

Global Diversity & Inclusion (D&I) Steering Group - In response to participants needs ENEI formed a Global D&I Steering Group. The inaugural meeting was held on Wednesday 10th June. The aim of the group is to discuss global D&I management strategies and experiences, and to discuss ways of creating an ENEI database to share tips on country specific issues.

Unconscious Bias Workshop- Provided participants with an overview of the nature of bias and how implicit associations can and do impact on individual and group attitudes, behaviours and decisions-making processes within an organisational context.

Diversity & Inclusion Master Class – This Master Class was based on current thinking, research, case studies and scenarios, it explored the Business Case for Diversity & Inclusion, how to ensure it is core to your business and key competencies, behaviours and thinking on Diversity & Inclusion - including the impact of Unconscious Bias.

Equality Improvement Model (EIM)

An independent Equality audit was commissioned by AC Dyson on 2 April 2015. The brief for the audit was as follows:

- Assess the Force's progress in relation to the Equality Improvement Model
- An assessment of whether the Force is delivering on the equality commitments in the Equality Diversity and Human Rights (EDHR) Strategy, and supplementary action plans.
- With reference to relevant benchmarks, determine the extent to which the activities are having the desired impact (based on hard and soft evidence)
- Identify any gaps and examples of good practice
- Recommendations for next steps

The audit found that the Equality and Inclusion strategy and action plan are comprehensive and clear. There is significant evidence to show that the commitments made within those documents are being actioned and therefore demonstrate that the Force is compliant with many of the indicators in relation to EIM. Recommendations have been made as part of the audit and these have been incorporated into the E & I delivery plan.

Positive Action Strategy (BME 2018)

As part of the work around the BME 2018 action plan, the College of Policing have asked forces to look at key Positive Action initiatives that they can put in place around recruitment, retention and progression.

The Positive Action Strategy has been compiled after the Equality and Inclusion (E&I) Unit collated best practice from forces across the country that the College of Policing recommended and put this together in a strategy for the City of London Police taking into account our local needs and make up.

Through implementation of the strategy the force will be fulfilling its duty around the BME 2018 action plan and aims to improve representation and progression of BME staff.

The strategy will form part of the People Strategy which is currently being developed by Human Resources.

Equality and Inclusion delivery plan Update

The new Equality and Inclusion delivery plan was agreed at the last Equalities and Inclusion Board with a focus on the below 5 key areas of work for each directorate E & I champion to work on for the next quarter. This work as per the new E & I action plan will be supported by the internal Human Resources Business Partners and Support Networks.

Information and Intelligence- Reviewing the current internal and external City Police website to look at ease of use and opinions of community members around the layout and content of the website.

Corporate Services- Develop and implement a People Strategy for the Force and to incorporate a positive action strategy within that for recruitment, retention and progression of BME officers and staff.

Economic Crime Department- Crime prevention/ raising awareness work amongst diverse communities affected by Insurance fraud.

Uniform- Engage with communities affected by stop and search, through the formulation of the Stop and Search Scrutiny Group.

Crime- To raise awareness of disability hate crimes through engagement with communities.

Unconscious Bias (UB) Training

As a result of the UB training that was delivered to the Independent Advisory Group (IAG) late last year, the Assistant Commissioner asked the E & I department to look at a package that could be delivered to all officers and staff. An online package that has been developed for Bedfordshire Police is being trialled in the City of London to

test its effectiveness. If the feedback is positive the package will be tailored for the Force and rolled out in the next few months.

Association of Muslim Police Eid Event

On Friday 31st July 2015, the Guildhall opened its doors to hundreds of guests from across the City to celebrate the festival of Eid-ul-Fitr, which marks the close of the month of Ramadan in the Muslim religious calendar.

It was the third event of its kind to be organised by the Association of Muslim Police at the City of London Police and the Muslim Staff Network at the City of London Corporation, building upon the successes of 2013 and 2014.

The Livery Hall set the scene for an evening of celebration and inspiration, congregating professionals from all lines of work at the heart of the City for the purpose of sharing in the joyous festivities of Eid. The legal, banking, medical, military and professional services sectors were but a few of the industries represented on the evening, joining an audience of police officers and local politicians for speeches, dinner and networking.

Professionally and demographically, guests represented the diversity of the City of London (and, indeed, the UK as a whole), drawing praise from experienced attendees and first-timers alike. The theme of interfaith harmony and interreligious cooperation attracted a great deal of appreciation from attendees, as evidenced through extensive social media support, such as coordinated tweeting via the designated #eidinthecity hashtag, and involvement on the evening with the #westandtogether solidarity campaign, designed to strengthen the bonds of unity between different segments of the community in Britain today.

Conclusion

The Force continues to work on Equality, Diversity and Inclusion issues, with strong oversight through the Equality and Inclusion 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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Committee: Police	Date: 25 th September 2015
Subject: Quarterly Community Engagement Update	Public
Report of: Commissioner of Police Pol 43-15	For Information

Summary

This report contains details of issues raised by the community and the force response, since the last Community Engagement report was presented to the Committee in June 2015. It also details a number of other engagements in which the team has been involved.

The team has dealt with a number of issues affecting the community that are detailed in the main report. These include closing a brothel, reports of anti-social behaviour, involvement in community events and the recent tube strikes.

Operation Fennel continues to target aggressive begging and three intelligence-led proactive operations targeting anti-social behaviour have been run since the last report, resulting in various arrests, summons, tickets and dispersals.

The 'We Stand Together' community cohesion campaign continues nationally, with the message delivered at various events over the period.

The Prevent Engagement Team continue to develop their engagement with the community, with information and awareness about preventing people from becoming involved in radicalisation.

Operation Atrium and Exchanging Places continue to target cycling offences and educate cyclists, with a large number of attendees at the recent road-show. PCSOs have recently been designated with additional powers by the Commissioner, allowing them to deal with an increased number of offences, including cycling offences and those involving anti-social behaviour.

The Street Intervention team has recently moved into the Guildhall to locate with the Safer City Partnership team as part of the Community Safety project, which aims to improve partnership working.

Recommendations

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

Main Report

Section A – Intervention

1. Anti-Social Behaviour – monthly operations

Community Policing has an enhanced presence on the last Friday of every month, working on crime prevention through early intervention and supporting response teams. Communities work a late shift and link with the Special Constabulary to deal with an increase in anti-social behaviour often seen at the end of the month, linked to the City's pay day and licensed premises.

2. Anti-Social Behaviour - Queenhithe

Residents complained of an aggressive and swearing homeless male on a ledge where construction was taking place. This male was aggressive to the community and caused ASB issues over an extended period. The team worked with the construction company and partners to design out the crime. Patrols were enhanced and communication maintained whilst structural environmental improvements were made to the site. Community Policing worked with the building company, the residential community, the Corporation and partner agencies to achieve a successful resolution of the matter.

3. Anti-Social Behaviour – Swedeland Court

Local businesses were concerned by a male's behaviour and associated mess left outside licensed premises. Community policing responded and coordinated engagement with licensees, the Corporation's Street Cleansing and the male concerned. This united approach resolved the issue to Swedeland Court. Community Policing are working with Housing and other agencies to provide suitable options to address the male's complex needs.

4. Brothel in Bishopsgate

The residential community reported a brothel at flats in Bishopsgate. The team responded after liaising with the Public Protection Unit, Force Intelligence Bureau, Source Handling Unit and other agencies, visiting the premises and serving a notice under the Sexual Offences Act on the female occupier as well as locating the landlord. This coordinated response resolved the issue to the satisfaction of residents and the continued safety of the community.

5. Distraction Thief Imprisoned

Community Policing continue to work to protect the most vulnerable. In one recent case, PC Christine Phillips demonstrated this commitment within Cripplegate Ward, being nominated for formal recognition for her dedication to the investigation of a distraction theft from an elderly lady around the

Whitecross Street and Golden Lane area. PC Phillips' proactive enquiries led to the identification of the suspect, who was charged with 31 offences of distraction theft against elderly victims. A significant custodial sentence secured the detention of this male, who plagued Tudor Rose Court and the Golden Lane Estate. PC Phillips' efforts were praised by grateful residents at the recent annual Central Residents' meeting at the Guildhall.

6. Crime Prevention

There has been an increase in the number of trained Crime Prevention Officers on the team which has led to enhanced problem solving on specific crime trends. Crime Prevention Officers have been assigned responsibilities on the force's SARA¹ problem solving groups.

Crime Prevention Officers have used their skills further to provide input to local premises, coffee shop area managers and staff as part of Operation Equilibrium. This is helping to reduce a spate of distraction thefts being suffered from people within those premises as part of a holistic approach.

7. Crime Prevention – Vehicle Crime

Community officers have been involved in the Operation Wisbech initiative run by the Major Investigation Team. This operation has worked to reduce motorbike theft and subsequent enabled crime by advising the public on crime prevention and detection should they have their motorcycle stolen. Community Policing have assisted this operation on the ground, surveying bike bays, coordinating with leaflets and street briefings to ensure motorbikes are data-tagged and riders offered comprehensive crime prevention advice.

8. Crime Prevention – Cycle Crime

Community Policing have led on the prevention of bike theft and set Smartwater "trap bike" signs around the hot spot cycle bays to deter cycle thieves and detect offenders. This has attracted considerable media attention and helped to raise the profile of the force's efforts to prevent cycle theft taking place and encourage cycle owners to take more responsibility for the way they lock their cycles. New innovations of cycle marking for are being considered to detect theft.

During the week of 7th September the Community Policing cycle lead is coordinating a community policing-led operation with the Crime Squad, division and the support group to target cycle theft, conduct free cycle marking each day, increase patrols at theft hotspots, and tag cycles for the free lock giveaway along with giving crime prevention advice.

¹ SARA- Scan Analyse Respond Assess- This is a methodology used to respond to community policing problems identified.

9. Community Safety Project

As part of the Community Safety project, the Street Intervention team has recently moved into the Guildhall in the first stage of increasing the opportunities for working together between the force and the Corporation of London. The team, led by Sergeant Mark Montgomery, is made up of a sergeant, two police constables and two PCSOs, who are focused on preventing and dealing with anti-social behaviour and running our begging and rough sleeping operations. Officers are based with the Safer City Partnership team and the closer working relationship is already starting to show some benefits.

10. PCSO Powers

Work has taken place to review the powers given to our PCSOs, following the introduction of new discretionary powers under the Anti-Social Behaviour Crime and Policing Act 2014. Current powers were reviewed to ensure they are still relevant for our policing needs and the new range of powers were also considered, prior to a report going to the force's senior decision making board, which was chaired by the Commissioner in July. The recommendations were agreed, which means the PCSOs have an enhanced range of powers to deal with a variety of issues such as;

- Stopping and issuing fixed penalty notices to cyclists for failing to comply with a traffic direction or cycling without lights
- The power to disperse people from a specified area
- The power to issue a fixed penalty notice for failing to comply with a Public Space Protection Order
- The power to seize and retain items when lawfully on premises

With six new PCSOs recently joining the team and the new powers to deal with cycling offences, there has already been a noticeable impact in the number of tickets being given out and the excellent attendance seen at the recent Exchanging Places road-show.

11. Smithfield Meat Market Christmas Campaign

Planning has commenced for this year's Christmas campaign, with a meeting between Community Policing and market management held to discuss plans based on the successful operation in 2014.

12. Squats

The Community Policing team identified squats developing in the City within this year quarter. Officers engaged with the squatters and owners of premises resulting in peaceful exits and evictions.

13. Tube Strikes

Community Policing assisted with policing the tube strikes, resulting in positive feedback from the community. The team provided high visibility reassurance and guidance to ease passage of people and minimise community disruption. Additional patrols of cycle and motorcycle bays were also carried out due to the increased number of pedal cycles and motorbikes being used for transport.

14. Public Protection

Community Policing assisted in the apprehension of a male who had assaulted a female school child from a local school. PCSOs successfully deterred the male toward plain clothes officers which led to his arrest. This male had plagued the Barbican area and two of the PCSO team were instrumental in his arrest via their intelligence-led patrols to locate him.

Community Policing attended a call of a suspicious male at the Barbican nursery school and coordinated a response over the following days to locate the male as a priority. This male was located and the subsequent crime prevention response enhanced the future safety of the community.

Section B – Engagement

15. Operation Kindfor – People’s March Against Austerity

Community Policing worked as part of the large pan-London operation on public engagement prior to the People’s Assembly End Austerity Now protest on the 20/06/15. The event organisers worked with police and a large scale engagement process took place with business and residential communities within the City footprint, involving personal visits from officers and formal briefing events. Numerous messages of thanks were received and a satisfaction rate in excess of 90% was achieved for the level and quality of engagement.

16. The Battle of Waterloo 200 year commemoration

Community Policing led on the engagement for the St Paul’s Cathedral Service on 18/06/15 commemorating the two hundred year anniversary of the Battle of Waterloo. Community Policing worked together with event organisers and the community to ensure the event went without incident.

17. Smithfield Nocturne

Community Policing policed the Smithfield Nocturne cycle racing event on 6th June, using the event as an opportunity to engage with cyclists with bike marking, crime prevention advice and road safety advice, along with partners including TFL.

18. Business Continuity Planning

Community Policing have continued to engage and develop with premises management across the City, keen to provide support in the event of a major incident. Key premises across the City are now equipped as Survivors Reception Centres with a range of equipment and resources available ensuring capability in the case of a major incident.

19. Business Forums

Community Policing has increased Business Forums across the City, facilitating communication of premises security and estates managers working together in an area on crime prevention and target hardening. An input was presented to the Crime Prevention Association (CPA) Sister Banks on this as part of a focused drive to enhance our engagement with the CPA.

The team has developed Forums across the City including a cross-borough example, the Chancery Lane Forum in collaboration with the Metropolitan Police. This has involved meetings to develop a multi-agency forum to improve coordinated crime prevention in the area across our boundary.

The Forums are led by the businesses and supported by Community Policing, and allow interactive engagement on all aspects of security life within the forum area, including crime prevention, road safety, economic crime and counter terrorism. We now have Forums in place, developed geographically at Bank, Threadneedle Street, Chancery Lane, New Change and Paternoster Square, with new ones such as Broadgate currently in development.

20. Hotel Toolkit launch

The team has worked further promoting the Hotel toolkits developed by the Safer City Partnership in collaboration with the force. The toolkit provides practical advice and guidance for hotel staff on a wide range of crime types, such as child sexual exploitation, fraud and violent crime. An official launch took place in August, with speakers such as Henry Pollard and Susan Attard addressing hotel managers on the importance of the toolkit for their staff and residents. Community Officers visited all hotels personally and are subsequently developing a Hotel Forum with interested Hotel Security managers.

21. Operation Big Wing

On 16th June the team took part in a day of engagement in partnership with the Metropolitan Police. Operation Big Wing Engagement involved numerous Community Engagement and Intervention events across London. In the City the team arranged:

- A multi faith meeting 'We Stand Together' campaign held at Artizan Library bringing different cross-sections of the community together to discuss Prevent.
- Phone snatch crime prevention education and leafleting at key vulnerable areas across the City
- Cycle theft prevention and safety awareness
- Enforcement of ASB as a priority issue. A section 35 dispersal order around Bishopsgate and Aldgate encompassing the NE Sector of the City was put in place, and resources allocated, along with COL enforcement teams, Broadway and the substance misuse team to tackle nuisance begging, homelessness and ASB in the Bishopsgate corridor
- Road Safety enforcement under Op Atrium linked in with Big Wing, targeting road users contravening red Automated Traffic Signals.

22. Annual Central Residents' Meeting at the Guildhall

Along with community officers, the Commissioner attended the lunch time and evening meetings with City residents as part of the panel. He provided an update on force activities, priorities and the challenges ahead, taking questions from residents on police matters, alongside panellists from other areas of the City of London Corporation. Issues of particular concern for residents continue to be those involving bad cycling, homelessness and begging and the Commissioner provided an update on how the force is targeting these issues via targeted operations such as Atrium (cycling), Fennel (begging) and Acton (homelessness).

Residents also raised on-going concerns about the force's use of sirens at night, which they believe has increased after improving following previous reminders to police drivers about the disruption this can cause. As a result, an additional reminder to all drivers has been sent out to ensure they consider the necessity and proportionality prior to using sirens out of hours. It has however been made clear that the ultimate decision to use sirens has to be that of the police driver, as the risks involved to the public and to officers of responding to incidents at speed are clear.

23. We Stand Together Community Cohesion Campaign

Community Policing have continued to engage on the We Stand Together campaign and have been recognised nationally as a major force on the use the social media hashtag. The team have conducted #We Stand Together meetings at schools and on residential estates, at sporting events, and during the hosting of a national Prevent meeting. Community Policing were also invited to the National Muslim Police Association dinner at Guildhall where the banner was displayed.

Section C – Hard to reach groups

24. Operation Fennel (begging) and Operation Acton (rough sleeping)

Op Fennel continues to target aggressive begging and has now resulted in 25 ASBOs and a Criminal Behaviour Order within the City boundary for persistent offenders. Three further CBOs are pending. 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.

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.

We have now set up contacts with neighbouring boroughs to establish cross border working and information sharing partnership working in this way enables us to build better case evidence against persistent beggars and entrenched rough sleepers who continue to refuse to engage with our services.

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.

Since the last report, Community Policing has run three proactive operations directly targeting Anti-Social Behaviour (ASB). These were intelligence-led operations in areas known for increased levels of ASB.

Results have been:

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

A Homeless 'Pop Up' Hub will run from the 4th Oct to 09th Oct 2015. Police along with UK Border Agency, Corporation Substance Misuse Team and Broadway Homeless services will engage with the homeless community. All those attending are provided with assistance and information as to their individual needs.

25. Dementia Information Session

Community Policing held a vulnerable persons/dementia day at Artisan Library on the Middlesex Street Estate. The event was highly successful attracting a good turnout of adults and providing information on dementia and other types of vulnerability. Crime prevention advice was given, plus an awareness of criminal scams, improving personal safety and life skills.

26. Mental Health

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

In the last couple of weeks enquiries with other forces and Mental Health Board Practitioners has been ongoing to ascertain if the City of London would benefit from a Street Triage service. This service can take many forms' these ongoing enquiries will determine the best type of service for the City of London Police to adopt should we choose to use such a system.

Quarterly Section 136 Mental Health Act detentions 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. Ongoing work with the Homerton Hospital and Hackney and east London Mental Health Teams has led to an easier transition of S136 detentions into places of safety. The Mental Health Partnership Board for London has set clear and defined protocols that have been cascaded down into our control room and to front line officers; the path of S136 detentions should now be much smoother for the Police. Section 2 Mental Health Assessments in the Community continue to be resourced by Community Engagement officers, of which there have been three 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, this pilot is still ongoing and has now been running since April 2015.

Officers attended a mental health event at the Mansion House focussing on how City Business leaders have overcome mental health challenges to be successful. The Rt. Hon. The Lord Mayor invited speakers and introduced a pilot programme delivered by the Bank Workers Charity and Mind to provide innovative mental health training for line managers; this is currently running in a number of major banks. Those involved will include the Mental Health Foundation, Mental Health First Aid England and the City of London Corporation.

27. Community Engagements undertaken with Economic Crime Department Teams

'Not with my name' campaign. Community Policing assisted the Economic Crime Directorate in the National Identity Crime Campaign 'Not with my name' where engagement was prioritised to the residential community to prevent victims of ID theft. Communities also assisted in the crime prevention theatrical event held at Guildhall in relation to this.

"Hang Up on Fraud" campaign. Community Policing have delivered a Crime Prevention initiative with the Economic Crime Directorate called "Hang Up on Fraud". This initiative targeted telephone scam companies and helped victims. Community Policing engaged with residents on the estates and at a branch of HSBC to give key crime prevention messages on this type of fraud. There was an interview of an elderly Barbican resident who was the victim of one of these telephone fraud crimes. The Dedicated Cheque and Credit Card Unit supported this together with Corporate Communications to broadcast the crime prevention message to a wide audience on TV.

Haji Fraud

Prior to Haji Officers attended the East London Mosque to meet with pilgrims due to take their Haji pilgrimage. PCSOs Murphy and Ellen assisted ECD officers in the delivery of crime prevention advice on Haji fraud. This received extremely positive feedback from the pilgrims and the Muslim population. PCSOs delivered this input with the #We Stand Together Community banner.

28. Counter Terrorism Work

Community Policing undertook a Counter Terrorism Confidence Survey engaging across the City business and residential communities via a number of methods. Over 80% of respondents were reassured that everything is being done to protect the City from terrorism. This survey will form a regular part of our engagement, with plans to conduct an on-going assessment of perception of performance in this area.

Community Officers attended the Jewish Community Safety Trust at their Head Office in NW4 2BZ. With forthcoming Jewish Holy Days the We Stand Together campaign are at the forefront in community cohesion and preventing hate crime. Community Policing is linked into the national We Stand Together Campaign and is ensuring the force is included in plans across the country to highlight and reinforce this message at every opportunity.

29. '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.

The Corporation as the local authority is required by the Counter Terrorism and Security Act to have a Prevent Action Plan. The Police Prevent team have worked with the Corporation to develop their plan and it is now in the final stages of approval.

The Prevent Team have been working with the National Counter Terrorism Policing Headquarters (NCTPHQ) in the review of Counter Terrorist and Prevent policing as part of the National Demand, Risk and Resource process. This is to ensure that the City of London's needs are factored into any report.

A Prevent workshop was developed and delivered to children in the care of the City of London Corporation. Children's Services deemed the event a success and further workshops are being planned and extended to foster parents and those wishing to become foster parents.

The Prevent Team are revising the intervention work with schools to ensure they comply with their statutory duties to embed Prevent into their protocols and allow the early identification of pupils at risk of radicalisation.

Links have been established with NHS England to develop referral pathways for hospitals, GPs and service providers located within the City and for residents who receive medical assistance in surrounding boroughs.

Partners from governmental, voluntary and statutory service providers have been identified to assist in Channel Panels. Jobcentre+ is one of the organisations currently being worked with to provide assistance in regards to financial management, available social security benefits and help in getting back into work.

A number of young people from City estates are educated within Tower Hamlets. Following media reports of a number of young people travelling to Syria the Prevent Team have continued to engage with community groups to provide re-assurance and confidence to report safeguarding concerns. Part of this process was to work with the Portsoken Mohilla Group to develop a Summer Fun Day on the Mansell Street Estate to bring all communities together.

Prevent officers now contribute to all Multi Agency Public Protection Agencies (MAPPA) panels to ensure a Prevent input is considered in the providing of safeguarding measures

All police officers and police staff are currently undertaking mandatory Prevent and Channel Awareness Training. This has raised the awareness of the subject and resulted in an increase in enquiries and referrals to the Prevent Team. All these referrals are assessed by the Prevent Team and due to the national remit of the City of London Police a number of these referrals have been reassigned to other police forces.

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.

Prevent awareness training has been organised for representatives who work in a safeguarding role from a number of businesses within the City. Workshops with security and HR sectors of businesses have been delivered to establish pathways for Prevent referrals of staff raising concern. The feedback has been very positive and it is planned to run more of these training sessions in the near future.

Section D –Safer Transport Operations

30. Operation Atrium and Exchanging Places (cycle education and safety)

Community Policing have worked on giving out Op Artrium tickets and the Exchanging Places event with the Safer Transport Operations Team and have this month secured one of the best attended sessions ever, due to the number of extra tickets given out to cyclists. Additional PCSOs are in the process of being cycle trained to work further on this successful campaign, which educates cyclists found committing offences which comprises both their safety and that of pedestrians. The team have deployed in numbers in key locations, with additional PCSOs to issue Fixed Penalty Notices. This successful result is due to PCSOs being given more powers and the team deploying together, taking ownership of the operation on the ground.

Community Cycle Officers have held 'Exchanging Places' events at the City of London School for Girls, Bank of America, Temple and other smaller businesses, giving cyclists the opportunity to see the vantage point from a heavy goods vehicle, and benefit from safety and crime prevention advice.

31. Fatal Collision Bank Junction

Following the fatal collision involving a cyclist at Bank Junction on 22nd June, Community Policing assisted with cordons and went on to run a pre-planned road safety campaign Exchanging Places road-show, where cyclists and HGV drivers could swap places to assess each other's visibility and be educated in Road Safety in the Guildhall Yard. Community Policing provided a high visibility presence at Bank junction in the days after this to offer reassurance and ascertain further witnesses to this tragedy.

Section E – Schools and Young People

32. Cycle Training

Cycle training for children was provided at Sir John Cass School where Community Policing cycle officers taught 10 children, working in partnership with the Corporation to train them to National Cycling Standard level 2.

33. Volunteer Cadets

Cadets continue to be integral to the problem solving approach. They work across a number of areas to improve public safety and protection of property, deploying on road safety operations and giving advice to road users.

Cadets helped to provide security for the City of London Force Awards and have helped to provide security to the HAC and other key venues.

In addition, Cadets and the Cadet Leader attended the three day National Volunteer Police Cadet conference in Preston. This will assist in the further development of the cadets' scheme as an essential part of our youth engagement.

34. Youth Engagement Through Sport

The City of London Police Football Tournament took place on Sunday 7th June 2015 at the Finsbury Leisure Centre. The City of London youth boxing club continues to provide weekly boxing coaching and facilities to City youth.

35. Drug Abuse Resistance Education

Community Policing Officers trained school children in Drug Abuse Resistance Education, in City schools including Sir John Cass Primary School, St Paul's Cathedral School, English Martyrs' School and Charterhouse Primary school. The team continue to deliver DARE as a crucial initiative that equips children with decision making skills that can save lives.

Conclusion

36. This report informs Committee members of community engagement and intervention activity undertaken during the last quarter, highlighting some issues raised and how the force has addressed these.

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Committee(s):	Date(s):
Community and Children's Services	9 October 2015
Port Health & Environmental Services Committee	22 September 2015
Police Committee	25 September 2015
Subject: Psychoactive Substances Bill	Public
Report of: Remembrancer	For Information
<p style="text-align: center;">Summary</p> <p>The Psychoactive Substances Bill seeks to tackle the growing use of 'legal highs' by criminalising their production and supply.</p> <p>Recommendation</p> <p>To note the contents of this Report.</p>	

Main Report

Background

1. In May 2015, the Government was elected with a manifesto commitment to "create a blanket ban on all new psychoactive substances, protecting young people from exposure to so-called legal highs". The Labour and Lib Dem manifestos contained similar promises.

Parliamentary Discussion

2. Introducing the Bill, Government spokesman Lord Bates noted that "the number of deaths has been growing at an alarming rate—from 29 in England and Wales in 2011, to 60 in 2013, with a further 60 deaths reported in Scotland in the year before last". The open sale of psychoactive substances on the high street and the internet, he said, gave a "false impression that they are somehow safe to use". Seeking to counter criticism of the Bill's open-ended definition of 'psychoactive substance', Bates said "If we were to adopt too narrow a definition, we could, in a few months' or years' time, find ourselves having to bring forward further legislation because we were faced with a new generation of harmful substances that escaped the controls provided for in this Bill". Peers directed much criticism towards this aspect of the drafting but the Bill completed its passage through the Lords unchanged. Labour's Lord Rosser gave his party's general support to the Bill. Reflecting many of the opinions across the House, Lib Dem Lord Paddick gave support to the Bill's general thrust but attacked it as being "far too broad and indiscriminate". Having completed its progress through the House of Lords, the Bill has now moved to the Commons for further consideration.

Current Position

3. Under the 1971 Misuse of Drugs Act, substances can be controlled on an individual or on a group basis, following an assessment of their physical and social harms by the Advisory Council on the Misuse of Drugs. The Government considers this process as insufficiently flexible and too slow to react to circumstances where the chemical composition of legal highs can be modified to create a new substance which falls outside any existing drug controls.

The Bill

4. The Bill has three main aspects. First, the Bill defines psychoactive substances and makes them illegal. Second, the Bill sets out powers for the police and local authorities to serve notices on individuals or premises and, finally, provides for criminal and civil penalties.
5. The way the Bill seeks to define 'psychoactive' has garnered criticism as, unlike the scheme under the Misuse of Drugs Act, the provisions do not name the outlawed substances; under the Bill's open-ended definition, any substance that is not exempted (for example tobacco and alcohol) and that produces a stimulating or depressing effect on a person's central nervous system or affects the person's mental functioning or emotional state, could fall within the definition of a psychoactive substance.
6. If it comes into force in its current form, the legislation will exempt certain products from being psychoactive substances – tobacco, traditional and homeopathic medicines, caffeine and alcohol. Food and drink will be exempted from being psychoactive substances. Food or drink, however, with a "prohibited ingredient" would be banned. The drafting of this part of the legislation may lead to short term operational enforcement difficulties. The reason for this is the degree of ambiguity in the definition - the Bill relies upon whether the psychoactive substance is "naturally occurring" in the food and then whether or not it is "authorised by an EU instrument". Uncertainty may arise as to whether a substance is "naturally occurring" in a particular food or drink given that legal highs are often natural or close-to-natural substances.
7. The Bill does not criminalise simple possession. The Bill makes illegal the production or supply of a psychoactive substance. In the magistrates' courts the maximum penalty is a prison term of 6 months; in the Crown Court the maximum is 7 years' imprisonment.
8. The Bill provides four civil sanctions: a prohibition notice, premises notice, prohibition order and premises order. Under the Bill, authorities, including the City of London Corporation, would be empowered to issue such notices and apply for orders. Prohibition notices would require a person on whom it is served to desist from carrying out a prohibited activity, for example online sale of a psychoactive substance. Prohibition notices would be of indefinite duration unless served on a person under 18 years old (in which case it would remain in effect for 3 years). A premises notice, only to be served on those aged over 18, would require the recipient to take reasonable steps to prevent any, or specific, prohibited activities taking place at the premises. The Bill

envisages that a premises notice might be served on the occupier or landlord of a premises selling or distributing psychoactive substances. Under the Bill, there are two routes by which an order may be made. First, a court may make an order of its own volition following a conviction or, second, on application by a chief police officer or local authority (including the City). An offence of failing to comply with an order may be punished by a maximum of 2 years' imprisonment.

Comment by London Drugs and Alcohol Policy Forum

The LDAPF actively engaged with policy makers in the run-up to the Bill and a number of the Forum's concerns are addressed in the Bill. If the proposals come into force, it is likely to be easier to close 'head shops' (the shops that sell these substances). We have found shops within the City that could be covered by the new law.

Conclusion

9. Subject to the proposed new powers to simplify the closure of 'head shops', the Bill is of limited interest to the City. The powers for police and authority officers to control those psychoactive substances which are within the scope of the Act will be of interest to enforcement officers in the City of London Police and at the Corporation.

Philip Saunders
Parliamentary Affairs Counsel
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Committee	Dated:
Police Committee	25 th September 2015
Subject: Integrated Substance Misuse and Smoking Cessation Services	Public
Report of: Director of Community and Children's Services	For Information

Summary

Members will remember receiving a report at the last Police Committee stating the intention to commission Westminster Drug Project to provide substance misuse and tobacco control services as an integrated service for three years from October 2015. Members requested further information in relation to the benefits of such a service, and particularly the benefits of prevention and promotion. This report presents information on such benefits, and some of the measures that will be in place to ensure that the service is effective.

Nationally it is estimated that alcohol misuse costs £21 billion, drug addiction costs £15.4 billion and smoking costs £5.2 billion.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In July 2015 Members received a report detailing the intention to commission Westminster Drug Project (WDP) to provide substance misuse and tobacco control services as an integrated service for three years from October 2015.
2. This new service aims to promote healthy lifestyles and behaviours to City residents, workers, students and rough sleepers which contribute to the aims of the Public Health Outcomes Framework (PHOF) and City of London Police (COLP) aims to reduce drug and alcohol related crime and repeat offending.

The Case for Prevention and Treatment

3. The new integrated service offers far more prevention and promotion activity across both smoking cessation and substance misuse than the previous separate

services. There is a vast amount of evidence available as to the benefits and savings that this can bring to society generally, which is shown below.

4. Evidence from Public Health England (PHE) shows that nationally alcohol misuse accounts for around half of all violent assaults, and 13% of road fatalities. The total cost of alcohol-related harm nationally equates to £21 billion, with alcohol related crime in England making up £11 billion of this cost.
5. There is evidence to show that every 5000 patients screened for alcohol misuse in primary care may prevent 67 accident and emergency (A&E) visits and 61 hospital admissions. This represents a cost of £25,000 and savings of £90,000. In addition, every 100 alcohol-dependent people treated can prevent 18 A&E visits and 22 hospital admissions. This represents a cost of £40,000, and savings of £60,000.
6. The annual cost of drug addiction in England is £15.4 billion. Drug treatment prevents an estimated 4.9 million crimes every year across England. Treatment saves an estimated £960 million in costs to the public, businesses, criminal justice and the NHS. Every £1 spent on drug treatment saves £2.50 in costs to society.
7. Young people's drug and alcohol interventions result in £4.3 million health savings and £100 million in crime savings per year. It is estimated by PHE that every £1 spent on drug and alcohol treatment for young people brings a benefit of £5 - £8.
8. With regards to smoking, NHS costs are estimated at £2.7 billion every year, with additional costs to the wider UK economy of around £2.5 billion in sick leave and lost productivity. Recent statistics show that over 81,400 deaths each year in England in those aged 35 years and over are caused by smoking, which represents 18% of deaths in this age group. An estimated 461,700 hospital admissions for people aged 35 and over were estimated to be attributable to smoking.

Measuring Success

9. As this is a new service the key performance indicators (KPIs) are being agreed and will be finalised within the first six months of the contract start date. These include:
 - a. Successful completion of treatment;
 - b. Proportion of all in treatment, who successfully completed treatment and did not re-present in treatment;
 - c. Number of prevention and harm minimisation sessions delivered, and attitudinal changes following sessions;
 - d. Number of new referrals to structured treatment for Criminal Justice clients;
 - e. Proportion of the treatment population in contact with the criminal justice system.

10. All monitoring of KPIs will take place quarterly and exception reporting will be monitored by the Healthy Behaviours steering group, which will be a subsidiary to the Health and Wellbeing Board. In addition the new provider will present to the Health and Wellbeing Board at the end of the first year of the contract their achievements in the first year and plans for the following year.

Implications

11. The new integrated substance misuse and tobacco control service provides savings to the City of £135k over the lifetime of the contract. In addition, as shown above, it also provides cost savings to the City of London Police in a reduction in crime rates, particularly violent crime, savings to the local and national NHS, and savings and benefits to City businesses.

Conclusion

12. The report sets out the case for spending on prevention and treatment for substance misuse and smoking cessation services and some of the measures that will be used to review the success of the service.

Appendices

- None

Background Papers

Integrated Substance Misuse and Tobacco Control Services Tender – 24th July 2015

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Committee: Police Committee – For Information	Date: 25 th September 2015
Subject Health and Safety Annual Performance Update	Public
Report of: Commissioner of Police POL 39/15	For Information
<p style="text-align: center;"><u>Summary</u></p> <p>This report provides information on the current position regarding the management of health and safety within The City of London Police (CoLP) since the last report submitted in September 2014 (POL 61/14).</p> <p>The current health and safety action plan was introduced into the Force following the conclusion of the previous plan at the end of October 2014. In addition, individual Directorate health and safety action plans were introduced to enable the Directorates to devise appropriate, proportionate, local level health and safety management plans.</p> <p>Now that the risk management framework is in place, the Force needs to embed health and safety best practice into the day-to-day work it undertakes and assure itself that this is the case.</p> <p>The roll out of Health and Safety mandatory training for all staff is underway and as of 1st July 2015 69% of Police Staff and 85% of police officers had completed their training.</p> <p>In addition, managers and supervisors should promote a culture of positive challenge in relation to health and safety issues and concerns within their teams in accordance with the Force's Risk Management Standard Operating Procedure where risks are identified at a team level and escalated appropriately.</p> <p>RECOMMENDATIONS</p> <p>It is recommended that Members:</p> <p>A receive and note the contents of this report; and</p> <p>B receive and note the progress to date on the Force Health and Safety Action Plan 2014-17 (Appendix 1).</p>	

MAIN REPORT

BACKGROUND

1. The City of London Police (CoLP) submits a report annually to your Committee on the progress made in applying Health and Safety policy and practice, and advises Members of any developments during the year. As reported at your meeting on 26th September 2014 the new Force Health and Safety Plan will run from November 2014 to March 2017 and covers a 2.5 year period; this shorter period is to enable the plan to be better aligned with the Force's standard planning cycle. The annual report to your Committee in September 2014 covered the period 1st April 2013 to 30th June 2014.
2. It was also reported that the Force's Annual Health and Safety report would now be presented to your Committee in July each year. Therefore, this report covers the period 1st July 2014 – 31 March 2015 and does not cover a full year. Subsequent year's reports will cover the period 1st April to 31st March annually. 7

CURRENT POSITION

3. The Force Health and Safety Committee monitor the progression and effectiveness of the management of health and safety across the Force.
4. The introduction of the new Force Health and Safety Action Plan (attached at Appendix 1) effective from 1st November 2014 was designed to support Directorates in their management of health and safety. It reinforces the mechanism to escalate issues which cannot be resolved locally, or which have Force-wide implications, to the Force Health and Safety Committee and onward to Force Risk Assurance Group if deemed necessary.
5. There are a number of actions within the plan, which are designed to:
 - improve health and safety management structures with an emphasis on performance measurement and review,
 - support all employees to achieve appropriate levels of health and safety competency.
6. Progress towards completion of these actions will continue to be monitored by the Force Health and Safety Committee.
7. Although health and safety has been more formally integrated within other areas of CoLP's strategic planning and monitoring, for example within the Force Risk Assurance Group, the Force must also evidence that health and safety is considered part of 'business as usual' and

therefore embedded in the work and activities that the Force undertakes.

Health and Safety Policy

8. An updated version of the Force's Health and Safety Policy was endorsed by the Commissioner and published in January 2015.
9. In his Policy statement, the Commissioner acknowledges that, by having an effective and proactive health and safety management system in place, risks to employees and members of the public are reduced. Furthermore, it contributes to operational objectives.
10. The Policy details the responsibilities of managers and employees and outlines arrangements for the management of health and safety, including the governance structure, within CoLP.
11. Since the last annual report presented in September 2014, in addition to the updated Health and Safety Policy, the following Standard Operating Procedures and Guidance have been published:
 - Risk Management
 - Risk Assessment Guidance for New and Expectant Mothers
 - General Risk Assessment

Risk Management

12. A defined framework is now in place for risk management and escalation with focus now being given to embedding health and safety into day to day business.
13. Last year, saw the introduction of changes to improve the safety management system for risk management. Changes made include the introduction of two e-learning courses for managers and supervisors which are deemed mandatory to provide a minimum level of competence. These courses are on NCALT (National Centre for Applied Learning Technologies) and are Health and Safety for Managers and Risk Assessment.
14. To support the completion of risk assessments, not only has the Force introduced mandatory risk assessment training, it has also provided new, concise risk assessment guidance and a simplified risk assessment template. These were introduced into CoLP in line with those used within the Corporation of London.
15. The health and safety risk management process was outlined in a Standard Operating Procedure in February 2015. The aim of which is to make it simpler to understand how risk should be identified and

addressed or escalated if it is not possible to manage identified risks at local level.

16. Health and safety Key Performance Indicators (KPIs). have been included in Directorate Performance Plans for 2015/16, which are reported to Performance Management Group (PMG), and are intended to assist Directorate Heads establish a degree of assurance that health and safety is being managed within their Directorate. The specific areas of health and safety management around which KPIs have been introduced are:

- Directorate Health and Safety Committee arrangements and effectiveness.
- Directorate Top X – focused on the Directorate return of its Top X in conjunction with Force submissions. Also, that each Directorate has an action plan to manage risks where further actions have been identified.
- Accident and near miss reporting – focused on the number of reports made and that appropriate follow up actions are taken by managers and supervisors.

17. Top X is the process for considering the top health and safety risks across the Force. All Departments of the City of London Corporation are asked to report annually to the Town Clerk on their top health and safety risks. The Force Top X risks have been identified as:

- **Fire Safety** This relates to the Force's fire safety arrangements across the Force estate taking into account the challenges it faces as a 24/7 service. New measures have been introduced to manage these risks and the effectiveness of such measures are being monitored.
- **Ongoing hazards associated with working/occupying an ageing estate** – relating to failures of plant equipment which results in loss of essential services such as hot water supply. Due to the current poor and deteriorating position around building facilities, failure rates are likely to increase. Although there are plans to provide an improved Force estate going forward going forward in the long term, if this position is not addressed occupation of existing buildings is likely to become more inherently unsafe. This should also be considered in conjunction with plans to potentially increase the use of these building as operations/staff are moved around during refurbishment. There are plans being developed to undertake a programme of minor works and details will be included in future Accommodation Programme reports to Committee(s) and will incorporate costs to sustain existing buildings in the interim to mitigate this position.

- **Interface risks** – leading to a level of confusion over responsibilities between building ‘owners’ and building ‘occupiers’. Improved consultation between CoL (City Surveyors) and CoLP is resulting in a more effective use of resources with improved lines and responsibility for scheduled works. Plans are now also being developed which will focus on those works which will best mitigate the most serious identified building risks in conjunction with the Accommodation programme.
- **Display Screen Equipment** – a paper was presented to the Force Health and Safety Committee proposing that CoLP use the same system for management of DSE assessments as used by the Corporation. A number of queries were raised regarding cases where follow up would be required by a trained assessor. Further to this meeting a decision was taken to run a trial of the Assessrite system at GYE, the Corporation H&S Team have agreed to help support the trial and assist with any follow-up assessments which may be necessary.
- **Personal Safety risks** - this centres around personal safety risks and potential security risks at entrances to Police stations based upon national, security threat levels and risks to those working in the front offices of Police buildings due to the potential for violent attack by members of the public

General Services and representatives from Intelligence and Information and Crime Directorates have been involved in drawing up plans to mitigate such risks. These have included further advice and briefings provided to all staff and also a full review of physical security in place at entrances and exits at Wood Street, Bishopsgate and Snow Hill. City Surveyors department have been liaising with contractors and suppliers to finalise the plans, which should be agreed across the summer. Implementation will then follow.

Accident and Incident Reporting

18. Over the past three years the numbers of accidents and near miss reports received have remained at a consistent level. Table 1, - Accident and Incident Data refers.

Table 1 – Accident and Incident Data

Totals	CY 2012	CY 2013	FY 2014- 2015
Police Officer	39	34	38
Police Staff	5	14	8
Others (including Agency workers and contractors)	0	2	3
Accident totals	44	50	49
Near Miss Totals	2	8	9
RIDDOR	4	3	2

19. During the reporting period the RIDDOR¹ reports to the Health and Safety Executive (HSE) comprised one that involved an officer who sustained a back injury in a police vehicle and was absent from work for 12 days as a result. The second was an incident involving unintentional discharge during a non-live-fire training exercise.²
20. The Force is planning to move to the accident and near miss reporting system that is currently being trialled in some departments of the Corporation of London.
21. A trial of the reporting system will be undertaken within CoLP. Following assessments and review of feedback it is hoped that a full roll out across the Force will then occur.

Training

22. Health and Safety courses are available, on both NCALT (National Centre for Applied Learning Technologies) and through the City of London Corporation, to inform and support managers and supervisors as to what is required of them in the management of health and safety.

¹ RIDDOR: the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. Reportable incidents include fatalities to workers and non-workers, major injuries from a prescribed list including amputations, fractures (other than to fingers, thumbs and toes) and asphyxia. All workplace injuries that result in a worker being either absent from work, or, unable to undertake their normal duties for seven consecutive days or more. Non fatal accidents to non-workers where the non-worker is taken directly to hospital. Certain, specified occupational diseases. Dangerous occurrences from a list of 27 such as: the collapse, overturning or failure of load-bearing parts of lifts and lifting equipment.

² Subject of Appendix 2- in Non-Public Section

23. The Force's Strategic Management Board (SMB), at their June 2014 meeting, gave their endorsement to a proposal to make the following two NCALT training courses, Health and Safety for Managers and Risk Assessment, mandatory for all managers and supervisors.
24. Roll out is taking place and as at 1st July 2015, 69% of Police Staff and 85% of Police Officers had completed the Health and Safety for Managers course. Additionally, 62% of Police Staff and 75% of Police Officers had completed the Risk Assessment course.
25. Table 2 below provides details of compliance for completion of mandatory health & safety training as at 1st July 2015.

Table 2 – Mandatory health and safety training courses for managers and supervisors

NCALT Course	Total number of Police Staff to be trained	Number of Police Staff completed as at 01.07.15	% complete	Total number of Police Officers to be trained	Number of Police Officers completed as at 01.07.15	% complete
Health and Safety for Managers	94	65	69%	238	203	85%
Risk Assessment	94	58	62%	238	179	75%

FORCE HEALTH AND SAFETY ACTION PLAN 2014 – 2017

26. The current Force Health and Safety action plan commenced in November 2014, it is designed to support Directorates to manage risks locally and provide a defined escalation process for those risks which cannot be managed locally or have Force-wide implications.
27. Further work is needed to ensure health and safety is integrated as part of day-to-day activities. Furthermore, there is a requirement that all departments of the Corporation of London integrate health and safety into their business planning. The Force has supported this by introducing KPIs to Directorate and Force Performance Plans for 2015/16.
28. There are 12 actions in the current Force Action Plan and each Directorate has an individual action plan which is aligned to individual, Directorate risks.

29. The current plan is attached at Appendix 1 with a RAG assessment of the current status as at June 2015 included. An overview of the RAG status of actions is detailed below:

Red	0
Amber	5
Green	7

30. Three of the amber actions where further work is required relate to Planning and Arrangements whilst the remaining 2 relate to Implementation. In particular actions re emergency planning arrangements require updating including the provision of adequate numbers of Fire (Evacuation) Marshals and First Aiders who are appropriately trained to deal with emergency situations within CoLP buildings. Work to address is currently underway and is being monitored by the Force's Health and Safety Committee.

Annual Certificate of Assurance

31. Each Department of the City of London Corporation is required to complete an Annual Certificate of Assurance covering the period 1st January – 31st December annually. The purpose of the report from Department Directors/Chief Officers to the Town Clerk is to provide assurance that the department has a health and safety management system and an assurance process.
32. For the Certificate of Assurance covering 2014, due to the changes that have been made to the arrangements for health and safety risk management within CoLP, it was decided to focus on risk management. The aim of this was to measure the suitability of the Force's risk management arrangements and identify areas of good practice along with areas where additional improvements may be necessary.
33. There were several areas of good practice, in line with legal requirements, identified including the regular review of risk assessments, consultation with employee representatives and the introduction of new systems that align the risk management process in CoLP to those used in the Corporation of London.
34. Three areas requiring improvement were identified. These are:
- All managers and supervisors were required to complete mandatory health and safety training, Health and Safety for Managers and Risk Assessment, on NCALT. The deadline was agreed by SMB as the beginning of September 2014.

However, as at 1st July 2015 all Directorates still have some line managers and supervisors who have yet to complete this training. The Force continues to enforce this requirement and, will consider at the next meeting of PMG, how best to ensure that current supervisors and officers complete the course in a timely manner and, new recruits complete as part of their induction.

- ii. Provide independent assurance that health and safety risks are considered and managed appropriately during operations. The Force's Health and Safety Manager will undertake this assurance role by attending future operational planning and de-briefing meetings.
 - iii. All Directorates have a system in place to regularly review their existing risk assessments which is a legal requirement. However, there are certain circumstances where an immediate review of risk assessments is necessary, including after an accident or near miss. Appropriate and timely management follow up is currently difficult to monitor. It is anticipated that once the Force moves onto a new accident and near miss reporting system during the current Corporation-wide roll out, line management follow up will be easier to monitor and identify, including review of risk assessments.
35. In addition to the Annual Certificate of Assurance, during March 2015, the Corporation of London internal audit team carried out an audit to give an assurance opinion to the Town Clerk and Chief Officers on the quality of: Health and Safety Policies, the annual certificate of assurance and accident reporting system. City of London Police was one of the three departments audited which was carried out by sampling documents and procedures. At the time of writing this report a draft copy of the audit report has been issued to the Town Clerk and Chief Officers of the departments audited for comment. Once the final Report has been issued outcomes will be followed up and monitored if there are any areas for improvement identified.

RECOMMENDATIONS

36. It is recommended that Members:
- A. receive and note the contents of this report; and
 - B. receive and note the progress to date on the Force Health and Safety Action Plan 2014-17 (Appendix 1).

CONCLUSION

37. There has been continued progress in areas of health and safety management over the past year. In particular, the governance structure and risk management system.
38. However, changes to management systems need to be fully integrated into local management processes to make these systems effective.
39. An assurance strategy will be developed and introduced over the forthcoming year. The strategy should incorporate local and senior management team self-assurance that health and safety is incorporated and evident in planning and undertaken in day-to-day activities. This should be supported by central independent assurance by the Force Head of Health and Safety.

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Appendix 1

City of London Police Health and Safety Action Plan 2014 -2017

Planning and arrangements							
Area of Focus	Who is responsible for delivery?	How will this be measured/expected outcomes?	Due by:	Evidenced by:	RAG status and update October 2014	RAG status and update January 2015	RAG status and update June 2015
The Force has an up-to-date H&S Policy authorised by the Commissioner	HoH&S	Policy is accessible to all on intranet. Responsibilities and understanding of policy will be tested at all levels as part of assurance programme	Policy updated and in place by January 2015, this will be published and disseminated for implementation. Assurance checks will be on-going and results presented to quarterly Directorate and Force H&S Committees	Up-to-date policy exists and is accessible to all on intranet	Commissioner approved policy statement on 23/9/14 Draft policy is an agenda item at Force H&S on 14/10/14.	Policy approved by SMB on 3 rd December 2014. The Commissioner signed off the new Policy in January 2015 and the Policy has been published and is available on the intranet.	Up-to-date as per previous comment
The Force has a framework of H&S SOPs and guidance to support the overarching H&S policy implementation	HoH&S	SOPs and guidance available on intranet. Ongoing review of SOP and Guidance documents. Review timetable will be presented to Force H&S Committee	Timetable of updates will be included as/when presented to Force H&S Committee. This will be continuous over the 3-years of the plan.	Updated SOPs will be available to all on the intranet	SOPs and guidance exist. Some have been identified for improvement and are under development They are:	New risk assessment guidance and template published since last Force H&S meeting and available on the intranet.	Updated/new SOPs published include: New and Expectant Mothers SOPs and

			Planned SOPs and guidance up to March 2015 are: H&S Guidance to Support Lone Working Policy H&S Guidance to Support Agile Working Accident and Incident Reporting SOP in line with introduction on new reporting system		DSE – a report for next Force H&S Committee in January 2015 Accident and Incident Reporting – a new SOP will be produced to support the introduction of the new Accident and Incident Reporting system. Meetings are currently underway within COLP on the development of internal system. Once decided the SOP will be written	DSE report written Accident and Incident SOP is being planned to support the introduction of the new reporting system Lone Working on CoLP estate SOP published by GSD in January 2015	guidance documents currently in draft format are: Individual Stress Risk Assessment, Personal Emergency Evacuation Plans As per previous comments Accident and Incident Reporting SOP to be updated to support roll-out of new accident/incident reporting system and information gathered during trial will be used to amend.
Directorates	Directorate	Up-to-date H&S	Review dates as	Documentary	The majority of	All Directorates	Review/dip-

demonstrate planning of their own H&S arrangements	Heads	<p>policy endorsed by current Head of Directorate</p> <p>Where a Directorate leads on a specific area, and, as dictated by risks encountered, the lead Directorate will produce health and safety guidance for the Directorate and Force.</p> <p>Minutes of meetings where planning including H&S considerations is considered are recorded</p>	part of a rolling programme in-line with quarterly H&S Directorate and Force H&S meetings which will be continually updated	evidence will be available	<p>Directorate H&S meetings have not taken place prior to the Force H&S meeting and therefore it is not possible to give a Force-wide update. Meetings that have taken place are: ECD I&I</p>	<p>held their H&S meetings in the month preceding the Force H&S Committee meeting.</p> <p>All Directorates are required to review their Directorate-level H&S Policy statement in line with the new Force H&S Policy</p>	<p>sample of Directorate H&S Polices show that none appear to have been reviewed and updated since the introduction of new H&S Policy. The check revealed that some of the Directorate H&S policies contain out of date details of key personnel whilst others don't make it clear who is the role holder which has specific h&s responsibilities such as for the SPOC role</p>
For operational	Project Leads	Documented	Rolling programme	Documentary	GSD is	Only one request	As per previous

and/or project work Directorates are able to demonstrate they consider health and safety implications		evidence including; project plans, minutes of meetings and action plans.	of quarterly reviews in-line with H&S Committee meetings	evidence will be available	progressing this with Head of Projects, at the moment H&S is not on the PID documents	to an operational planning meeting was received (from ECD) and attended. It is not possible to provide effective assurance across the Force because of this. Projects PID includes H&S on the list of considerations at start up phase.	comments regarding operational planning/debriefs no invites have been received during the past 6 months
Emergency planning. Directorates are able to demonstrate they adhere to the Force's emergency planning arrangements. In particular ensuring that there are sufficient numbers of Evacuation Marshals to cover the areas that	Directorate Heads General Services Director	Evacuation Marshals' details are easily identifiable to all and each Directorate has enough Evacuation Marshals to cover the areas they work in	Review in line with Force H&S meetings	Up-to-date lists of Evacuation Marshalls readily available and published on intranet	GSD wrote to all Directorate Heads on 30/9/14 regarding areas with no fire marshals and asking for nominees for Fire Wardens. As of 9/10/14 nil response from HoDs.	List on available via link on CSD H&S pages which was last updated in June 2014 – some gaps exist. If there is a more up-to-date list it should be published, also GYE needs to be included and work to ensure that where no fire wardens	The FM Team are currently updating lists of First Aiders and Fire Marshals and are contacting Directorates to do this. Suggest the updated situation is reviewed at July Force H&S meeting

their teams work in and that they work in collaboration with Facilities Managers						exist these are actioned. Suggest GSD and HoH&S meet to define needs. Following this GSD will contact the relevant Directorate Heads	
Implementation							
Area of Focus	Who is responsible for delivery?	How will this be measured/expected outcomes?	Due by:	Evidenced by:	RAG status and update October 2014	RAG status and update January 2015	RAG status and update June 2015
Do all Directorates have risk registers which are maintained and up-to-date?	Directorate Heads	Risk Registers are available upon request and are up-to-date. Directorate risk registers will be reviewed as part of individual Directorate Health and Safety meetings.	Quarterly milestones in line with Directorate H&S Committee meetings	Up-to-date Directorate risk registers Minutes of Directorate H&S meeting.	Directorate risk registers returned: CI – 3/10/14 CSD – 26/9/14 ECD – 2/10/14 I&I – 6/10/14 UPD – 3/10/14	All risk registers were returned during September / October 2014. Work on-going to ensure that the Top X risk registers are up-to-date and emerging risks are added as an when appropriate	Yes – ongoing reviews are being introduced as part of Directorate H&S meetings. Further work needed to update and monitor risk registers regularly. Risk assessment logs are currently up-to-date across all Directorates
Do all Directorates	Directorate	Asset Register of	Quarterly reviews	Directorate	Directorates	The majority of	3 of the 5

have Asset Registers which are up-to-date and detail equipment that requires regular safety checks and maintenance? Does each Directorate have a testing and maintenance schedule?	Heads	equipment subject to regular safety checks and maintenance is available and gives details of: schedule for planned maintenance checks along with any comments necessary, dates of scheduled testing and calibration along with results of test.	will be undertaken in line with individual Directorate H&S Committee meetings. Findings will be monitored at Force H&S Committee meetings	registers are up-to-date and available upon request. Minutes of Directorate and Force H&S meetings are available to demonstrate management reviews of findings along with corrective actions if required	tasked with producing an Asset Register of equipment subject to safety testing and maintenance. Responses as follows: CI – Yes do have some equipment register to follow CSD – Yes do have some equipment register to follow ECD – no equipment I&I – no equipment UPD – no response As per on-going comments the majority of Directorate	Directorates haven't submitted an Asset Register, or nil return to HoH&S. Discussions on-going as to who is responsible for new equipment: lockers for the storage of tablets whilst they are charging. Once agreed the equipment will need to be added to that Directorate's asset register for safety checks and monitoring purposes	Directorates have completed an Asset Register/equipment inspection and testing register. Work being undertaken to adapt those held by UPD and CSD and these will be reviewed at Directorate meetings in July
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					H&S meetings haven't taken place and therefore discussion of this item hasn't been possible during this reporting quarter		
Monitoring							
Area of Focus	Who is responsible for delivery?	How will this be measured/expected outcomes?	Due by:	Evidenced by:	RAG status and update October 2014	RAG status and update January 2015	RAG status and update June 2015
All Directorates are able to demonstrate that they undertake pro-active monitoring of their activities and take timely, effective actions to address emerging issues, and that they periodically test the effectiveness of their risk control measures	Directorate Heads	Minutes of meetings including Directorate H&S, minutes of planning and where appropriate debriefing meetings Any documentation relating to changes that have been implemented as a result of pro-active monitoring. At Force level: Accident and Incident data monitoring sickness data	Quarterly reviews in-line with Directorate and Force H&S Committee meetings	Documents including minutes of Directorate H&S meetings, operational planning and de-briefing information. Sickness Data monitoring by PMG monthly	The majority of Directorate H&S Committee meetings haven't taken place before the Force H&S meeting the governance of H&S is that Directorate meetings are held in the month prior to Force H&S to allow reporting and	Directorate H&S committee meetings held as follows: CI: 15/12/14 CSD/COT: 19/1/15 ECD: 10/12/14 I&I: 8/1/15 UPD: 15/12/14	Directorate H&S Committee meetings held as follows: CI: 6/5/15 CSD/COT: 27/4/15 ECD: 29/4/15 I&I: 8/5/15 UPD: 28/4/15

		monitoring for trends			escalation of issues if necessary. The Directorates who have held their meetings are: ECD and I&I. Unable to provide a Force-wide update because of this		
All Directorates are able to demonstrate that they undertake re-active monitoring and take appropriate actions to prevent reoccurrences	Directorate Heads	Minutes of meetings Details of management follow up and corrective actions following accidents and incidents	Quarterly reviews in-line with Directorate H&S meetings	Documents including Directorate H&S Committee meetings, accident and incident investigation reports, Force level – minutes of Force H&S meetings	As above comment	As above comments	As above comments
The Force has an	HoH&S	Results of	Rolling schedule –	Reports to	The 2014	Details of	Some dip-

Assurance and dip-sampling programme		assurance checks and dip-sampling	schedule to be drawn up and dates added to plan for commencement before end of year. NB some of which will be planned to react to emerging trends	Directorate Heads, Force Health and Safety Committee and other appropriate persons, as deemed necessary, are available upon request	<p>Annual Certificate of Assurance is being completed by Directorate level self assessment of performance. Once completed HoHS will compile Force ACA and will dip-sample some of the information supplied.</p> <p>From October 2014 PMG will be given data relating to Directorate level risk assessment completion.</p> <p>HoH&S developing programme</p>	assurance checks that will be made during the course of the year looking at risk management arrangements and implementation were included in the report to SMB which accompanied the Annual Certificate of Assurance	sampling has taken place eg Directorate H&S policies. H&S KPIs have been added to Directorate Performance Plans for 2015/16 to support Directorate SMT self-assurance. Furthermore, the Force was included in a review undertaken by Col's internal audit team aimed at providing assurance to the Town Clerk and Chief Officers as to the quality of Health and Safety Policies, the annual certificate of assurance and accident reporting systems. No adverse reports
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Health & Safety Annual Performance Update

					for 2015 – this will be presented to Force H&S Committee at January 2015 meeting.		were received in relation to CoLP's arrangements
Area of Focus	Who is responsible for delivery?	How will this be measured/expected outcomes?	Due by:	Evidenced by:	RAG status and update October 2014	RAG status and update January 2015	RAG status and update June 2015
All Directorates are able to demonstrate regular senior management review of H&S performance	Directorate Heads	Departmental escalation mechanism for H&S issues exists: Directorate H&S meetings are held quarterly and are attended by all Heads of Departments and chaired by Directorate Heads or other senior manager within Directorate High level review of departmental H&S performance takes place on a regular basis - evidenced by minutes of SMT	Quarterly dates of planned meetings to be added this will be populated in advance on an on-going basis	Minutes of Directorate H&S meetings are available Minutes of Directorate SMTs are available to demonstrate SMT H&S performance review and any actions taken	The majority of the Directorates have not held their Directorate level meetings as per earlier comments. Once 2015's Force H&S meeting dates are published all of the Directorates will be able to plan their H&S meetings for the year in line with the	As above all Directorates have held their Directorate H&S meeting in the month prior to the Force H&S meeting. The Directorate level meeting is normally attended by Heads of Sections/Directorate SMT members.	As per previous comments and this process is further supported by the introduction of H&S KPIs in the Directorate Performance Plans for 2015/16

		meetings			governance structure for H&S		
The Force is able to demonstrate regular senior management review of H&S performance	Senior management at ACPO (now Chief Officer Team) level	Force escalation mechanism for H&S issues exists from Directorate level to Force H&S Committee HoH&S attends Risk Assurance Group meetings Scheduled H&S reporting to SMB Annual reporting to Grand Police Committee	On-going quarterly review in line with Force H&S Committee meetings:	Minutes of Force H&S meetings available. Minutes of other senior management meetings where H&S is discussed available along with decisions and actions taken	The majority of Directorates have not held their quarterly meetings in line with the governance structure for H&S which is the month before H&S Committee meet. Those Directorates are: CSD ECD UPD	All Directorates held their H&S Committee meetings in the month preceding the Force H&S meeting. Providing the opportunity for H&S issues to be monitored at local level and allowing for them to be escalated to Force level if necessary within an acceptable timescale	As per previous comments
					Annual H&S performance report was presented to Grand Police Committee in	The Force level Top X was presented to SMB in early December and forwarded onto	As per previous comments

Health & Safety Annual Performance Update

					September	the Town Clerk's Dept after approval. SMB reviewed the new Force H&S Policy in early December and this was published early January.	
					HoHS attends Risk Assurance meetings the next is scheduled for 11/11/14		

Committee: Police	Date: 25 th September 2015
Subject: Fees and Charges 2015/16	Public
Report of: Commissioner of Police POL 44 /14	For Decision
<p style="text-align: center;"><u>Summary</u></p> <p>This report seeks Member's approval to the schedule of Fees and Charges for the financial year 2015/16, in accordance with Financial Regulations. In addition, explicit approval is sought for the continuing use of the same hourly charge rates for Private Services provided by the City of London Police (CoLP) with that calculated by the Metropolitan Police Service (MPS), and the adoption of the schedule of rates determined by the MPS for the provision of market non-competitive activities.</p> <p>RECOMMENDATIONS</p> <p>It is recommended that Members :</p> <ul style="list-style-type: none"> • Agree Appendix 1 (Special Services of Police Charges 2015/16) thereby giving explicit approval to the continuing use of the hourly charge rates for Private Services provided by the Metropolitan Police Service (MPS). • Agree Appendix 2 (General Fees and Charges) hereby implementing the schedule of rates for the provision of market non-competitive activities, and in particular agree to follow the MPS scale of charges for 2015/16. 	

MAIN REPORT

BACKGROUND

1. The Force has an obligation to review all Fees and Charges levied annually. This review is undertaken by adopting the Metropolitan Police Service (MPS) tariff of fees and charges, as they are under an obligation to review their changes also. Following such a review by the MPS for 2015/16, the Force presents its revised tariffs below.
2. Since 2006, Members approved the selected use of MPS rates for similar services provided by the City of London Police. The rationale for adopting this policy is set out below, and still applies. The report therefore seeks approval for this arrangement to continue for 2015/16.

CURRENT POSITION

3. Powers to recover costs for policing services from third parties are provided under Section 25 of the Police Act 1996.
4. Section 15 of the Police Reform and Social Responsibility Act 2011 provides the legislative powers to charge for the supply of goods and services to a third party. These goods and services fall into two categories:
 - Market competitive goods and services – where charges are set in accordance with “what the market will bear”.
 - Market non-competitive activity – which is essentially a by-product of core policing activity.
5. In addition to Special Services of Police Charges for 2015/16, Appendix 1 also refers to the charges for the use of Custody by the UK Home Office Immigration Enforcement (H.O.I.E.) formerly UK Borders Agency (UKBA). On 1 April 2013, the UKBA ceased to exist, with responsibility split between two Home Office Commands. It is proposed that the Force continues to adopt the MPS rates which are based on the Home Office and ACPO (NPCC) national formula.

OPTIONS

6. The Force currently adopts the MPS schedule of hourly rates for Private Service and market competitive goods and services. This approach was adopted because the City of London Police works in partnership and collaboration with the MPS on a number of operations including core policing services covered by mutual aid agreements and for private services, for example, policing football matches. In addition, both forces have similar cost drivers for many services.
7. The alternative is for the City of London Police to set its own fees and charges. However, the two forces have similar cost bases for salaries and London rates for accommodation, and the MPS rates are calculated to recover full costs. If the City of London Police were to raise its charges above those levied by the MPS it is likely that less total revenue would be generated, as potential clients

would probably choose to contract the MPS. The CoLP elects not to charge less than the MPS as we would fail to cover our full costs. Finally, the ACPO (NPCC) Guidance states “It should be remembered that there is a balance to be struck between precision and materiality, whilst striving to maintain a consistent approach to the charging methodology”.

PROPOSALS

8. This report proposes that the City of London Police continues to adopt the MPS Fees and Charges for the 2015/16 financial year. This approach is consistent with the spirit of the ACPO (NPCC) Guidance on Charging for Police Services.
9. The proposed rates are set out in Appendix 1 for Special Services of Police; Appendix 2 contains the rates for market non-competitive activities.

CONCLUSION

10. The Force seeks to achieve consistency with the MPS on its Fees and Charges so not to create unnecessary competition within the London area. The approach to adopt the MPS Fees and Charges supports this.

Background Papers:

Fees and Charges 2015-16

Appendices

Appendix 1: Special Services of Police – Charges 2015/16

Appendix 2: General Fees and Charges 2015/16

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Appendix 1

SPECIAL SERVICES OF POLICE – CHARGES 2015/16

There are two separate tables (detailed on Page 1) that provide the charges for the special services of police under the following circumstances:

1. Special services of Police – Charges
2. Special Services of Police – Charges (Public Holiday)

The charges are reflective of the fact that, as part of Winsor 1, the payment to police officers of double time premium pay and notice period of five days for working on a rostered rest day has been removed from Police regulations. The charges incorporate a general administrative overhead recovery charge to recover non-pay and support costs and an overtime premium to reflect, in respect of Constables and Sergeants, the policing resource is in addition to the normal duty time resource required to police the community.

Please refer to the notes immediately after each table for further explanation.

Table 1: Special Services of Police

	2014/15		2015/16	
Rank Uniform	Daily Rates (8 hours) £	Hourly Rates £	Daily Rates (8 hours) £	Hourly Rates £
Commander	N/A	N/A	877	120.97
Chief Superintendent	N/A	N/A	751	103.59
Superintendent	N/A	N/A	639	88.14
Chief Inspector	N/A	N/A	547	75.45
Inspector	520	71.72	518	71.45
Police Sergeant	535	73.79	541	74.62
Police Constable	451	62.21	448	61.79

Table 1: The daily/hourly rate includes average basic pay; London weighting/London allowance; Employer's pension liability; Employer's National Insurance contributions; and overtime premium in respect of Police Sergeants and Police Constables; uniform costs; accommodation allowances. A departmental charge is also included to recover non-pay and support costs.

Table 2: Special Services of Police – Charges (Event occurring on a Public Holiday)

	2014/15		2015/16	
Rank Uniform	Daily Rates (8 hours) £	Hourly Rates £	Daily Rates (8 hours) £	Hourly Rates £
Police Sergeant	803	110.69	812	111.93
Police Constable	676	93.32	672	92.69

As for Table 1, but charges for Police Constables and Sergeants include an additional overtime premium employment on a public holiday.

City of London Police Special Constabulary

Special Constables are generally deployed on “small event” policing or to augment policing at larger events. There are no direct employment costs but they do incur a range of costs for uniform, equipment, travel and subsistence, training and the use of police vehicles and control equipment. Although a Special Constable has the powers of a Constable, the actual cost base for Special Constables is demonstrably lower than that of a regular officer. To reflect this, the charge for SPS for a Special Constable is 50% of that for the equivalent rank for regular officers. The inclusion of such a charge is in line with a recommendation from the ACPO (NPCC) (Paying the Bill 2) Guidance.

Table 3: Special Services of Special Constabulary

	2015/16	
Rank Uniform	Daily Rates (8 hours) £	Hourly Rates £
Assistant Chief Officer	320	44.07
Special Inspector	259	35.72
Special Sergeant	271	37.31
Special Constable	224	30.90

Table 4: Additional Charges

1. Horses	£172.40 for each horse per day or part of a day plus any extra expenses incurred for their conveyance and stabling. Cost of officer will be charged at the appropriate rate shown above.								
2. Dogs	£64.00 for each dog per day or any part of a day plus any extra expenses incurred in conveyance. Cost of handler will be charged at the appropriate rate shown above.								
3. Motor Cycles	<p>All charges are per day or part of a day. In addition the services of a police motorcyclist will be charged at the appropriate rate shown above.</p> <p>The rates below include a fuel charge</p> <table> <tr> <td>Marked bike 100cc to 600cc</td><td>£59.80</td></tr> <tr> <td>Unmarked “ “</td><td>£59.80</td></tr> <tr> <td>Marked bike 601cc plus</td><td>£95.80</td></tr> <tr> <td>Unmarked “ “</td><td>£104.00</td></tr> </table>	Marked bike 100cc to 600cc	£59.80	Unmarked “ “	£59.80	Marked bike 601cc plus	£95.80	Unmarked “ “	£104.00
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Unmarked “ “	£104.00								

4. Motor Vehicles	<p>All charges are per day or part of a day. The cost comprises the charges for maintenance, purchase of new vehicles, depreciation, the cost of the client unit that administers the outsourced contract and the payment to the outsourced contractor. In addition, the services of a police or police staff driver will be charged at the appropriate rate.</p> <p>The rates below include a fuel charge</p> <table> <tr> <td>Marked cars up to 1300cc</td><td style="text-align: right;">£89.60</td></tr> <tr> <td>Unmarked “ “</td><td style="text-align: right;">£76.30</td></tr> <tr> <td>Marked cars 1301cc to 1800cc</td><td style="text-align: right;">£101.00</td></tr> <tr> <td>Unmarked “ “</td><td style="text-align: right;">£101.00</td></tr> <tr> <td>Marked cars over 1801cc</td><td style="text-align: right;">£129.80</td></tr> <tr> <td>Unmarked “ “</td><td style="text-align: right;">£118.50</td></tr> <tr> <td>Marked vans up to 1900cc</td><td style="text-align: right;">£129.80</td></tr> <tr> <td>Unmarked “ “</td><td style="text-align: right;">£101.00</td></tr> <tr> <td>Marked vans over 1900cc</td><td style="text-align: right;">£139.10</td></tr> <tr> <td>Unmarked “ “</td><td style="text-align: right;">£118.50</td></tr> <tr> <td>TSG Carrier</td><td style="text-align: right;">£168.00</td></tr> <tr> <td>Ballistically Protected 4x4</td><td style="text-align: right;">£193.70</td></tr> <tr> <td>Horsebox – maximum 6 horses</td><td style="text-align: right;">£585.20</td></tr> </table>	Marked cars up to 1300cc	£89.60	Unmarked “ “	£76.30	Marked cars 1301cc to 1800cc	£101.00	Unmarked “ “	£101.00	Marked cars over 1801cc	£129.80	Unmarked “ “	£118.50	Marked vans up to 1900cc	£129.80	Unmarked “ “	£101.00	Marked vans over 1900cc	£139.10	Unmarked “ “	£118.50	TSG Carrier	£168.00	Ballistically Protected 4x4	£193.70	Horsebox – maximum 6 horses	£585.20
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Horsebox – maximum 6 horses	£585.20																										

Table 5: Charges for Police Staff

5. Drivers	The services of Police Staff drivers will be charged at £29.14 per hour, Monday to Sundays or public holidays. Police drivers will be charged at the appropriate hourly or daily rate.
6. Communication Officers	The services of a Communication Officer will be charged at £32.33 per hour, Monday to Sunday or public holiday.
7. Police Community Support Officers	The services of Police Community Support Officers will be charged at £33.55 per hour, Monday to Sunday or public holiday.

Note: The hourly rates for police staff include average basic pay; allowances including shift allowance; London Weighting; ERNIC and Employer's Pension Liability.

Organisations that have been provided with police resources will be expected to provide reasonable accommodation for police performing special services and if this entails expense responsibility for the cost will rest with the organisation that has been provided with police resources.

VAT will be accounted for at the appropriate rate according to the tax point date, in line with the HM Revenue and Customs guidance on the VAT treatment of charges made by the Police (VAT: Government and Public Bodies).

Charges for Detention of Prisoners in CoLP Custody – Home Office Immigration Enforcement (H.O.I.E.)

Schedule 2 of the Immigration Act 1971 legislates for the police to house immigration detainees in police cell accommodation for up to a maximum of seven days. Section 15 of the Police Reform and Social Responsibility Act 2011 allows for police to make a charge upon the H.O.I.E.

The CoLP may charge H.O.I.E. for this service using a fixed cost model to cover reasonable staffing levels in the Custody suite (Police Sergeant and Police Constable) and all ancillary costs (meals, heating and cleaning of cells etc). Charges for examination by forensic medical examiner (FME) and interpreters are additional to this based on usage.

Table 6: Housing H.O.I.E. detainees

Time Period		CoLP Rate 2015/16
0-12 hours		£255.09
Additional hourly rate after first 12 hours		£14.53
Constant watch (per day)		£556.55

An additional cost of £142.50 will be levied for a Forensic Medical Examiner visit, based on the current Force medical contract in place. The MPS charge unspecified fees for medical examiners.

Appendix 2

GENERAL FEES AND CHARGES

Item	Detail	CoLP 2014/15 Charge	Proposed 2015/16 Charge
Copies			
EAB, CRB & Collision Report	Incident and Collision Report Books/Bk 124A (Evidence & Actions Book) up to 25 pages per single report	£142.80	£144.90
EAB, CRB & Collision Report	In excess of 25 pages per incident per sheet.A4 Maximum of two additional sheets	£4.00	£4.00
Statements	Other than in IRB or (including typed) The charge is limited to a maximum of three sheets per statement. Additional pages will be charged at £4.00 per page.	£33.80	£34.30
Witness statements	Copy of witness statement (witness does not agree to disclosure of personal details). Per statement, up to a maximum of three pages per statement. Additional pages will be charged at £4.00 per page.	£52.40	£53.20
Witness statements	Copy of witness statement (witness does agree to disclosure of personal details). Per statement up to a maximum of three pages per statement. Additional pages will be charged at 34.00 per page.	£39.30	£39.90
Plan	Copy of plan (other in IRB or CARB)	£39.30	£39.90
Self Reporting/minor accident form	Provision of copy of self reporting/minor accident report. To third parties other than the person completing the report.	£33.80	£34.30
Other reports and copies	Vehicle examination report, Reconstruction report, Collision reconstruction report	£4.00	£4.00
1-10 Photographic Prints (Non digital and digital contained on the CoL photographic imaging database)	1-10 photographs from same or different image. The charge is limited to a single request containing a maximum of `10 photographs from the same or different image, including the first photograph. Additional photographs in groups of 10 are £26.50 for each request.	£28.40	£28.80
	Cost per Album. Full photo album cost = Cost of number of photographs (groups of 10) + Cost of number of albums	£9.80	£9.90
Photograph: (Non Digital and Digital contained on the CoLP photographic imaging database) 1-10 images on CD	First Compact Disc (CD) containing 1-10 images	£19.10	£19.40
	Each subsequent Compact Disc containing 1-10 images from the same incident.	£4.30	£4.30
1-10 Negatives/Prints that require scanning onto CoLP database	Cost of scanning additional 1-10 negatives/prints that are not contained in CoLP Photographic imaging database. The cost to be added to 1-10	£19.70	£20.00

	photographic prints with or without an album or the first CD containing 1-10 images.		
Audio Tapes	Audio Tapes. Cost per tape	£40.40	£41.00
Video Tapes/DVDs	Video Tapes/DVDs	£185.40	£188.20
Fatals - reconstruction videos/DVDs	Provision of copy of Fatal - reconstruction video/DVDs	Full Cost	£188.20
Photocopies	Medical Reports and Personal Records- Cost per page – where required for legal proceedings (includes VAT)	£0.50	£0.50
Fatal - accident investigation report	Provision of copy of fatal - accident investigation report	A composite charge based on the number of pieces of documentation that are provided	
Police vehicle examination report	Copy of police vehicle examination report (unless provided as part of full extract)		
Collision reconstruction report per page	Copy of collision reconstruction report (unless provided as part of a full extract) per page (max £50)		
Rough Data	Copy of rough data per page	£26.10	£26.50
Searches			
Limited Particulars	Search for Limited Particulars (Road Traffic Act details). Per Form 517	£33.80	£34.30
Cancellation Charges			
Prior to Search	Cancelled prior to search commencing- Refund any fee paid.	No Charge	No Charge
Prior to Dispatch	If search is made prior to cancellation	£53.50	£54.20
Documents Copied	If search is made and documents ready for dispatch	Full Fee	Full Fee
Charges for Civil Cases			
Statements	Request for a statement to be written by a Police Officer	£146.20	£148.40
Interview	Interview with a member of the City of London Police in a civil case	£146.20	£148.40
Witness allowance (less than 4 hours)	Attendance at court in Civil Actions- Per police officer and police staff. Reasonable travel expenses up to 70 miles to court to be added to police staff. Reasonable travel expenses in excess of 70 miles to be added for both police officers and police staff.	£36.50	£37.10
Witness allowance (more than 4 hours).	Attendance at court in Civil Actions - Per police officer and police staff. Reasonable travel expenses up to 70 miles to court to be added to police staff. Reasonable travel expenses in excess of 70 miles to be added for both police officers and police staff.	£72.90	£74.00

ACPO CALCULATED FEES AND CHARGES

Item	Detail	CoLP 2014/15 Charge	Proposed 2015/16 Charge
Alarms			
Registration	Registration by Central Alarms (includes VAT)	£52.20	£54.00
Subject Access (Data Protection)			
Search	Data Protection/criminal record search	£10.00	£10.00

Memorandum of Understanding (2009), ACPO and Lloyd's Market Association			
Appendix D (a)	Supply of information [crime/lost property ref. No, date & time offence reported, reporting person] where there is a specific reason to check a claim	£24.00	£27.10
Appendix D (b)	Supply of information [additional to the above] where there is a specific reason to check a claim	£90.00	£115.50
MoU Paragraph 4.5	Interview with a Police Officer (In respect of each Interview)	0	129.00
Requests for Disclosure of information from a Regulatory or Governing Body			
Request for Information	Request for disclosure of information from regulatory or governing body - up to 2 hours work	£81.20	£82.00
Request for Information	Request for disclosure of information from regulatory or governing body - each subsequent hour work after initial 2 hour period	£27.10	£27.40
Overseas Visitors			
Nominal Registration	For citizens of countries in the registration scheme	£34.00	£34.00
Fingerprints	Fingerprinting of persons wishing to obtain visas and/or clearance certificates etc - First set	£74.10	£74.80
Fingerprints	As above - each subsequent set	£37.10	£37.50

CHARGES SET BY STATUTE OR LEGISLATION

Item	Detail	CoLP 2014/15 Charge	Proposed 2015/16 Charge
Pedlars' Certificates (Variation of Fee) Order 1985			
Grant of Certificate	On grant of a pedlar's certificate	£12.25	£12.25
Seconded Officers			
All wage and salary related costs (including pension contributions @ 24.2% of Basic Pay, London Weighting, Competency Related Threshold Payments)		Full Cost	Full Cost
Administration Charge – Police Officer – Police Staff		£420.70 £293.50	£263.00 £208.00
Defence Examinations in Criminal Matters			
Supply of papers / exhibits / information / materials to the Investigator or Prosecutor	Which the Prosecutor decides meets the tests for disclosure as unused material in the Criminal Procedure and Investigation Act 1996	0	No Charge
Provision of scientific case files, notes etc (soft or hard copy)	Where there is no requirement for reporting scientist expert supervision	0	£50.00
	Where reporting scientist expert supervision is required (per hour)	0	£90.00

Provision of specialist electronic data files (usually related to DNA samples and electropherograms etc)	Where reporting scientist expert supervision is required (per hour)	0	£90.00
Case file only reviews at prosecution laboratory premises	Including up to 30 minutes of reporting scientist time if needed	0	No Charge up to 30 minutes
	Additional reporting scientist time associated with case file only reviews (per hour)	0	£90.00
Use of laboratory facilities (non DNA clean)	Including basic consumables, PPE, elimination/contamination sampling and supervision where needed (per hour)	0	£60.00
Use of laboratory facilities (DNA clean)	Including basic consumables, PPE, elimination/contamination sampling and supervision where needed (per hour)	0	£90.00
Use of specialist laboratory facilities and equipment (such as firearms ranges, toxicology / drugs analysing, fire examination and DNA profiling)	Including basic consumables, PPE, elimination/contamination sampling and supervision where needed (per hour)	0	£120.00
Firearms Certificates			
Issue	On grant of firearms certificate	£50.00	£88.00
Renewal	On renewal of firearms certificate	£40.00	£62.00
Variation	Variation where no. of weapons is increased	£26.00	£20.00
Replacement	On replacement of lost or destroyed certificate	£9.00	£4.00
Table 1 or 2 full	Reissue because table 1 or 2 full	No Charge	No Charge
Shotguns Certificates			
Issue	On grant of shotgun certificate	£50.00	£79.50
Renewal	On renewal of shotgun certificate	£40.00	£49.00
Replacement	On the replacement of a shotgun certificate	£9.00	£4.00
Explosives Certificates (Health and Safety (Fees) Regulations 2010)			
Various	Various	Various	No Charge
Museum (Firearms Amendment Act 1988)			
Issue	On grant of a museum license	£200.00	£200.00
Renewal	On renewal of a museum license	£200.00	£200.00
Extension	On extension to additional premises	£75.00	£75.00
Firearms Dealers			
Issue	Certificate of Registration	£150.00	£200.00
Renewal	Renewal of certificate	£150.00	£200.00
Fairs and Exhibitions	In respect of game and table fairs and exhibitions	£12.00	£13.00
Visitors Permit (Shotgun and Firearm)			
Issue unit	On the grant of a visitors permit	£12.00	£20.00
Issue group	On the grant of a group visitors permit (6 or more)	£60.00	£100.00
Coterminous Certificate (Shotgun & Firearm)			
Issued	Granted at the same time	£60.00	£90.00
Renewed	Renewed at the same time	£50.00	£65.00

Vehicle Removals (As per the Removal, Storage and Disposal of Vehicles (Prescribed Sums and Charges) Regulations 2008)			
Removal	Removal of vehicle in contravention of RTRA 1984, PRA 2002 or RTA 1988	Various (as per 2008 regulations)	Various (as per 2008 regulations)
Storage	Storage of vehicle per day in contravention of RTRA 1984, PRA 2002 or RTA 1988	Various (as per 2008 regulations)	Various (as per 2008 regulations)
Disposal	Disposal of vehicle in contravention of RTRA 1984	Various (as per 2008 regulations)	Various (as per 2008 regulations)
Prescribed Costs	Where processing of FOI request (e.g. locating, extracting, redacting) exceeds 18 hours. Cost is for labour per hour.	£25.00	£25.00
Disbursement Costs	Additional Cost (above £20.00) to provide information e.g. printing, photocopying or postage).	Full Cost	Full Cost
Freedom of Information Act 2000			
Prescribed Costs	Hourly charge where providing a responds exceeds 18 staff hours.	0	£25.00
Disbursement Costs	Additional cost incurred (above £20.00) such as printing, photocopying or postage	0	Full Cost

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Committee(s): Police Finance	Date(s): 25 th September 2015 22 nd September 2015
Subject: City of London Police Medium Term Financial Plan and Budget Update	Public
Report of: Chamberlain and Commissioner of Police Pol 47-15	For Information

Summary

This report updates the draft medium term financial plan presented to Members in January 2015 that predicted a deteriorating financial position to 2017/18. This latest report is presented in the context of continued uncertainty of national police funding from 2016-17 onwards.

POLICE MEDIUM TERM FINANCIAL PLAN SEPTEMBER 2015				
		2015/16	2016/17	2017/18
		Estimate	Forecast	Forecast
		£m	£m	£m
1	Employees	83.3	83.5	84.4
2	Other Expenditure	28.8	25.9	26.1
3	Total Income	(52.9)	(50.6)	(50.6)
4	Total Net Expenditure	59.2	58.8	59.9
	Funded by:			
5	Core Grant	(52.4)	(49.8)	(47.2)
6	Premium	(5.1)	(5.1)	(5.1)
7	Resources (Cash Limit)	(57.5)	(54.9)	(52.3)
8	Deficit presented to Police Committee 15 January 2015	1.7	3.9	7.6
9	Potential Savings Identified	(1.9)	(4.3)	(5.0)
10	Cost Pressures	4.8	4.3	2.2
11	Additional Contribution from POCA Reserve	(1.0)	0.0	0.0
12	Deficit (Surplus) after Savings	3.6	3.9	4.8
	General Reserve			
13	Opening Balance at 1 April	(8.6)	(5.0)	(1.1)
14	Total Expected Use of (Contribution to) Reserve	3.6	3.9	4.8
15	General Reserve (In-Hand) Overdrawn at 31 March	(5.0)	(1.1)	3.7
16	Minimum Reserve Level (agreed by Common Council)	(4.0)	(4.0)	(4.0)
17	Further Savings/Income required to maintain minimum reserve level	0.0	2.9	7.7

Key Points:

- The Force's budget reduced by approximately 14% in cash terms from 2011-14, which necessitated a reduction in the Force officer and staff numbers of 14.4%, as staffing costs make up around 80% of the Force budget.
- Funding for Critical National Infrastructure (CNI) and Dedicated Security Posts (DSP) was also cut by 28% (from £7.8m in 2011 to £4.6 m in 2015-16).
- Economic Crime funding has fallen, despite success in achieving some specific funding for fraud units.
- In the round, core Government Grant has reduced from £61.6m in 2011-12 to £52.4m in 2015-16 and £16m of savings have been delivered
- The immediate priority has been to ensure a balanced budget position for 2015/16 but a number of measures have also been identified that will contribute to closing the forecast gap for 2016/17 and 2017/18. A gap still remains in those two years so further work will be needed.
- In the coming months Members will need to consider four principle options for closing the funding gap in 16/17 and 17/18. Further budget savings / income generation; increase in the Business Rate Premium (BRP); Flexibility on Minimum Reserve; and contribution from the City of London.

Recommendations

It is recommended members note:

- the balanced budget position for 2015/16 following the identification of additional savings and scaling down of Reserves to £4m.
- the need to identify additional savings / secure additional income in 2016/17 and 2017/18 in order to bridge the forecast budget gap and maintain target reserve levels.
- that further proposals will be brought forward following the outcome of the Government's Spending Review and the police funding formula consultation.

Main Report**BACKGROUND**

1. This report updates the draft medium term financial plan presented to Members in January 2015 that forecast a deteriorating financial position to 2017/18. It takes account of a further review of savings options, updated income figures and cost pressures. A further update will be required after the Government's Spending Review announcement on 25 November, which is likely to confirm further significant reductions in police grant funding, and the outcome of the police funding formula consultation is confirmed.
2. These further savings will be in addition to the significant savings that have already been delivered as a result of earlier Spending Reviews: the

Force's budget reduced by approximately 14% in cash terms from 2011-14, which necessitated a reduction in the Force officer and staff numbers of 14.4%, as staffing costs make up around 80% of the Force budget. Police officer numbers reduced from 887 FTEs in April 2011 to 731 and police staff from 455 to 450 FTEs (the latter would show a larger reduction but the decrease in support staff has been largely offset by growth in specialist crime functions).

3. On income reductions:
 - Funding for Critical National Infrastructure (CNI) and Dedicated Security Posts (DSP) was also cut by 28% (from £7.8m in 2011 to £4.6 m in 2015-16).
 - Economic Crime funding has fallen, despite success in achieving some specific funding for fraud units. The small increase in National and International Capital City Funding (NICC) since 2014/15 has not been sufficient to offset these grant reductions.
4. In the round, core Government Grant has reduced from £61.6m in 2011-12 to £52.4m in 2015-16 and £16m of savings have been delivered. The Force has taken steps to ensure that the City's priorities continue to be delivered and aggregate crime levels have fallen, but there have been increasing pressures in areas such as economic crime, cyber and counter terrorism and it will become increasingly difficult to identify further savings against this backdrop, whilst still maintaining a visible police presence in the City of London.
5. The City of London Police Commissioner and Chamberlain have therefore undertaken a line by line assessment of savings, income raising opportunities and cost pressures. The immediate priority has been to ensure a balanced budget position for 2015/16 but a number of measures have also been identified that will contribute to closing the forecast gap for 2016/17 and 2017/18. A gap still remains in those two years so further work will be needed.

MEDIUM TERM FINANCIAL PLAN 2015-16 to 2017-18

6. The latest estimate for the current year and the forecasts for 2016/17 and 2017/18 are shown below.

POLICE MEDIUM TERM FINANCIAL PLAN SEPTEMBER 2015				
		2015/16	2016/17	2017/18
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15	General Reserve (In-Hand) Overdrawn at 31 March	(5.0)	(1.1)	3.7
16	Minimum Reserve Level (agreed by Common Council)	(4.0)	(4.0)	(4.0)
17	Further Savings/Income required to maintain minimum reserve level	0.0	2.9	7.7

7. Further savings of £1.9m have been identified for 2015/16 (i.e. in addition to the savings included in the Police budget presented last January). The £1.9m reflects savings across the Force, particularly in the vacancy factor and contract spend. However, additional cost pressures of £4.8m have emerged, particularly on the IT spend required to ensure a stable and reliable service, and the New Street lease. The confirmed external Dedicated Security Post funding is also below the level assumed in the original budget.
8. The remaining gap of £3.6m (after an additional contribution from the Proceeds of Crime Act (POCA) Reserve of £1m) will be addressed through a draw down on the General Reserve, leaving the General Reserve at £5m and above the Minimum Reserve Level of £4m agreed by Common Council.

PROVISIONAL BUDGET 2016-17 ONWARDS

9. The forecast and interim plans for 2016/17 and 2017/18 are more uncertain, particularly until we know the outcome of the Spending Review, which will impact on the core grant and a number of specific grants for economic crime, counter-terrorism and capital city funding, and Formula Grant Review.
10. The core forecast assumes a year on year 5% reduction in police grant funding, consistent with expected outcome of the Spending Review of a 25% reduction in police funding over the course of this Parliament. There are, in addition, a number of continuing cost pressures. Additional savings of £4.3m have so far been identified to offset these reductions and pressures but these need to be tested further and implementation plans developed.
11. Even if these plans can be firmed up, a deficit of £3.9m in 16/17 and £4.8m in 2017/18 remains, prior to any adjustment to the General Reserve.
12. In 2016/17, a contribution of only £1m could be made from the General Reserve, before hitting the minimum £4m requirement, leaving £2.9m to be found from further savings or options set out below.
13. In 2017/18, the position becomes more acute as the budget gap, if general reserves are to be maintained at £4m, potentially rises to £7.7m to be found by further savings or options set out below.

IMPLICATIONS AND OPTIONS

14. The revised interim medium term forecast suggests that although the 2015/16 budget position can be managed through a combination of further savings and a drawdown of the reserves, the position for later years becomes a lot more challenging. Further steps will be required, when we are able to firm up on the numbers after the Spending Review.
15. This will clearly not be easy as the more straightforward saving options will have already been identified. However taking steps in the near term to address the gap will give Members more options to consider and allow more time to ensure any changes can be implemented in a way that minimises the impact on policing the City of London.
16. The four principal options open to Members for closing the gap, which you will want to consider over the coming months are:
 - **Further budget savings / income generation:** staff costs account for nearly 80% of the net budget, a key focus therefore would need to be on workforce numbers. Current savings plans assume a reduction in

Police Officers to 700, PCSOs to 16 and staff numbers are set to fall by 75 as a result of the current change programme.

- **Increase in the Business Rate Premium (BRP):** other forces will be looking hard at the scope for raising the precept. For the City, there is an option of increasing the BRP – an increase of 0.1p in the pound could generate around £1.6m each year, and could contribute around up to around £3m to closing the £7.7m budget gap in 17/18 if the premium was increased in both years. In the past, the assumption has been an increase should be linked to a specific new/additional proposition, such as the Ring of Steel.
- **Flexibility on Minimum Reserve** – a reduction below the current £4m minimum would carry some risk as it is likely that the Force will face further budget reductions or pressures, over and above those we already know about.
- **Contribution from the City of London** – Members have generally taken the view that the core funding requirements should be provided by the government, but Members could decide to redirect funding from City Cash (there is very little headroom in City Fund). Such funding decisions would need to be considered against other competing pressures and the precedent this might set for our local authority, as well as police, funding.

CONCLUSION

17. Members are therefore asked to note the balanced budget position for 15/16 following the identification of further savings and draw down of reserves. And to also note that further work will be undertaken to firm up on the underlying budget position in light of the Spending Review and other current developments and on the options available to close the remaining budget gap in 16/17, 17/18 and beyond.

*Adrian Leppard
Commissioner
City of London Police*

*Dr Peter Kane
Chamberlain
City of London Corporation*

Committee(s): Police: Performance and Resource Management Sub Committee Police Committee	Date(s): 30 th June 2015 25 th September 2015
Subject: City of London Police: Risk Register	Public
Report of: Commissioner of Police POL 32/15	For Information

Summary

The Force Strategic Risk Register has been reviewed as part of the quarterly assurance process maintained within the Force with notable amendments to the register as follows:

- *SR 04: Underperforming as Lead Force for Economic Crime:* This risk remains scored as Amber. However, there is downward movement in many of the control scores which show the maturity of the Force control measures is increasing. This trend should see an increased improvement in score in time for this risk and it is on the path to being scored as Green.
- *SR 05: Reduction in staff Morale/well-being:* Following a review of this risk at the February Risk Assurance Group, the likelihood of this risk occurring has been reduced to Medium. Overall, this has resulted in this risk now being scored as Green.
- *SR 09: Delivery of new Force Estate:* This risk remains Green reflecting the successful delivery of Guildhall Yard East. As the final decisions on the Force estate is made and plans put in place to carry out the works this risk will be reviewed to reflect the circumstances of the Force. It remains Green at this stage to reflect the success so far and that plans for the completion of the new estate model are now being finalised.
- *SR 17: Continued pressure on funding streams reducing overall Force budget:* The Risk Assurance Group determined that the likelihood of this risk should be raised further to High reflecting the increased certainty that austerity measures would continue and there would be continued pressure for the Force to make savings from its budget.
- *SR 19: Failure in Provision of custody Services:* This risk has been re-assessed over the course of the quarter and reflects the amount of work undertaken to complete identified improvements to the Force's custody suites. The likelihood and control scores for this risk have now been reduced and the risk is now scored as Green overall. This reflects the significant work undertaken by the Force to upgrade existing facilities for use until the new custody suite is

delivered as part of the new estate programme.

- *SR 20: Policy approval and management process leaves Force open to potential litigation:* Strategic Development have been working with Directors to ensure the policy database is up to date and that only policies in date are published externally. A great deal of work has been done by Directors to update documents and close policy gaps. Although there are still some outstanding areas of work to be completed and updates are on-going this risk has been assessed as Green due to decreasing the Likelihood to Medium and assessing our controls as more mature.

RECOMMENDATION

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

Main Report

BACKGROUND

1. The Force Strategic Risk Register remains monitored on a quarterly basis by the Force Risk Assurance Group currently chaired by the Assistant Commissioner. This report sets out the position of the Force Strategic Risk Register following the Risk Assurance Group held on 20th February 2015 and the meeting held with the Police Committee Risk Lead on the 16th April 2015. The risk register has been amended and updated following these meeting and the position from 15th May 2015 is reflected within this report for members' information.

CURRENT POSITION

2. In accordance with the City of London Corporation's responsibilities as a police authority, it is appropriate that your Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force.
3. The Force has initiated a risk assurance process to provide oversight to the risk register cascade and to provide a forum for the Assistant Commissioner to actively question all risk registers within the Force and allow Directors to collectively assess their risks and control measures. This aims to provide a top-down and bottom-up approach to the management of risk.
4. The assurance meetings have taken place on a quarterly basis since the 3rd May 2011. The last meeting to be held was chaired by the Commander on the 20th February 2015, where the Force risk profile for 2014/15 was reviewed for the final time within the financial year.
5. The Strategic Risk Register continues to be supported by a cascade of Directorate risk registers that are maintained and reviewed by Directors in support of the delivery of their portfolio business plans. Significant risks from Directors areas that they define as unmanageable by them alone are also discussed at the Risk Assurance Group to add information, where appropriate,

to the Force risk profile. The position of the Force risks as at 8th June 2015 is detailed below:

Current Risk Profile June 2015

FORCE STRATEGIC RISK SUMMARY		Previous				Current				Trend			Control Colour
Ref	Description	I	L	C	RM	I	L	C	RM	I	L	C	
SR 01	Inadequate response to terrorism within the City	M	L	1	2	M	L	1	2	➡	➡	➡	GREEN
SR 02	Reduction in public confidence in the Force as a result of terrorist attack against City	M	L	2	4	M	L	2	4	➡	➡	➡	GREEN
SR 03	Inadequate management of a high profile event	VH	L	2	8	VH	L	2	8	➡	➡	➡	GREEN
SR 04	Underperforming as Lead Force for Economic Crime	VH	M	2	16	VH	M	2	16	➡	➡	➡	AMBER
SR 05	Reduction of staff morale/well-being	H	H	2	18	H	M	2	12	➡	⬇	➡	GREEN
SR 09	Delivery of new Force Estate	H	H	1	12	H	H	1	12	➡	➡	➡	GREEN
SR 11	Delivery of Policing Plan Priorities and Measures	M	M	2	8	M	M	2	8	➡	➡	➡	GREEN
SR 12	Loss of ECD external funding streams	VH	M	2	16	VH	M	2	16	➡	➡	➡	AMBER
SR 14	IT Business Continuity	H	M	3	18	H	M	3	18	➡	➡	➡	AMBER
SR 16	Impact of continued savings on Force Capability	H	H	3	27	H	H	3	27	➡	➡	➡	AMBER
SR 17	Continued pressure on funding streams reducing overall Force budget	H	M	3	18	H	H	3	27	➡	⬆	➡	AMBER
SR 18	Vulnerability of Force IT network security being compromised	VH	M	2	16	VH	M	2	16	➡	➡	➡	AMBER
SR 19	Failure in Provision of Custody Services	VH	M	2	16	VH	L	1	4	➡	⬇	⬇	GREEN
SR 20	Policy approval and management process leaves Force open to potential litigation	H	H	3	27	H	M	2	12	➡	⬇	⬇	GREEN

Key: I: Impact. L: Likelihood. C: Control. RM: Risk Matrix Score (Full criteria contained within Appendix A)

Current Closed Risks June 2015

SR 06	Failure to contain expenditure within agreed budgets	CLOSED 14/08/12
SR 07	Increased dissatisfaction with quality & delivery of service to community.	CLOSED 04/03/13
SR 08	Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability.	CLOSED 21/11/12
SR 10	Delivery of Fraud Academy	CLOSED 28/11/12 To be managed at Directorate level
SR 15	Delivery of IAMM (Information Assurance Maturity Model)	CLOSED 03/12/13 To be managed at Directorate level
SR 13	Department Staff Vacancies affecting ICT Business Continuity	CLOSED 31/07/14 Reflecting SMB decision 16/07/14

6. The Force Risk Assurance Group discussed the risk profile in detail at their last meeting and the register reflects these discussions and updates since this meeting took place in February. All risks were discussed in detail and this is summarised for members information below:
7. *SR 01-SR 03:* these were considered by the group to ascertain if they remained relevant and the scoring was accurate. Following considerations it was determined these risks remain relevant and the scoring currently reflected the current position. SR 01 was amended to reflect work undertaken within Force to safeguard its staff from a terrorist attack and this text is part of the main register.
8. *SR 04: Underperforming as Lead Force for Economic Crime:* This risk remains scored as Amber. However, there is downward movement in many of the control scores which show the maturity of the Force control measures is increasing. This trend should see an increased improvement in score in time for this risk and it is on the path to being scored as Green.
9. *SR 05: Reduction in staff Morale/well-being:* Following a review of this risk at the February Risk Assurance Group, the likelihood of this risk occurring has been reduced to Medium. Overall, this has resulted in this risk now being scored as Green.
10. *SR 09: Delivery of new Force Estate:* This risk remains Green reflecting the successful delivery of Guildhall Yard East. As the final decisions on the Force estate is made and plans put in place to carry out the works this risk will be reviewed to reflect the circumstances of the Force. It remains Green at this stage to reflect the success so far and that plans for the completion of the new estate model are now being finalised.
11. *SR 11: Delivery of Policing Plan Priorities and Measures:* This risk was considered by the Risk Assurance Group and noted that it was still Green. No amendments to the risk were raised and the group was content the scoring remained accurate. The new measures for 2015/16 have been aligned to this

risk and should significant underperformance be noted then information will be presented to allow for a full reassessment of this risk.

12. *SR 12: Loss of ECD external funding streams:* At the time of the risk meeting ECD acknowledged that this risk needed to be updated to reflect loss of OACU and other movements in ECD funding picture. An updated risk assessment will be submitted to the Risk Assurance Group in June. At the time this report was compiled for Committee this assessment had not been completed and ratified by ECD SMT.
13. *SR 14: IT Business Continuity:* This risk remained Amber. The Group accepted that IT were working on a number a programmes to increase resilience within the Force and that once these were delivered our control scores could be reassessed. At this time there was no new information presented that would influence the scoring of this risk.
14. *SR 16: Impact of continued savings on Force capability:* The Risk Assurance Group confirmed that this risk should still be scored as Amber. There was certainty of continued savings pressure but the full impact of these would not be known until the long term budgets were set. This risk will continue to be reviewed in line with the performance of the Policing Plan to determine the impact implementing the savings challenges is having on the performance delivered by the Force.
15. *SR 17: Continued pressure on funding streams reducing overall Force budget:* The Risk Assurance Group determined that the likelihood of this risk should be raised further to High reflecting the increased certainty that austerity measures would continue and there would be continued pressure for the Force to make savings from its budget.
16. *SR 18: Vulnerability of Force IT network security being compromised:* This risk was reviewed and assessed to remain as Amber. The last control measure from the risk was removed as considered as business as usual (Due diligence process being undertaken before signing of Agilysis contract). This risk will remain within the register for review at the next Risk Assurance Group.
17. *SR 19: Failure in Provision of custody Services:* This risk has been re-assessed over the course of the quarter and reflects the amount of work undertaken to complete identified improvements to the Force's custody suites. The likelihood and control scores for this risk have now been reduced and the risk is now scored as Green overall. This reflects the significant work undertaken by the Force to upgrade existing facilities for use until the new custody suite is delivered as part of the new estate programme.
18. *SR 20: Policy approval and management process leaves Force open to potential litigation:* Strategic Development have been working with Directors to ensure the policy database s up to date and that only policies in date are published externally. A great deal of work has been done by Directors to update documents and close policy gaps. Although there are still some outstanding areas of work to be completed and updates are on-going this risk has been

assessed as Green due to decreasing the Likelihood to Medium and assessing our controls as more mature.

19. The next risk assurance Group Meeting will be held in Force on 11th June and this paper does not reflect any amendments as a result of discussions held there due to the timescales of submitting the report for Committee attention.

OTHER SIGNIFICANT IMPLICATIONS

20. Robust implementation of risk management ensures the Force can address the barriers and opportunities it faces so that it continues to comply with all of its obligations, statutory and non-statutory.

CONCLUSION

21. The risk profile of the Force is continually reviewed and updated quarterly by the Force Risk Assurance Group. The Police Committee are kept informed of the Force Risk Profile to ensure they are briefed of new and emerging risks and any significant change in existing risk scores as part of the Force's assessment of its own risk profile.

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Appendix A: Force Risk Scoring Criteria

FORCE RISK SCORING CRITERIA**IMPACT ASSESSMENT TABLE**

Risk Area	Impact Level			
	Low	Medium	High	Very High
Financial	Can be managed within service budget. Or – Results in a financial loss of £10K or less to the Force.	Can be managed within overall budget. Or – Results in a financial loss of £50K or less to the Force.	Will need major budgetary re-allocations and / or savings. Or – Results in a financial loss of between £50K - £250K to the Force. Or – Up to 10% of budget. (Which ever is smaller)	Will need to borrow - a major financial threat. Or – Results in a financial loss of over £250K to the Force. Or – Up to 25% of budget. (Whichever is smaller)
Health & Safety	Incident resulting in minor cuts and bruises.	Incident resulting in broken limbs.	Incident resulting in hospitalisation.	Incident causing widespread injuries and/or deaths.
Reputation	Cursory mention in local press and/or government / audit reports.	Definite adverse mention in press and/or government / audit reports.	Front page on the Standard, possibly national press.	National and possibly international interest or questions asked in parliament.
Planning/Service Delivery	Minimal impact on service delivery. Or – Minor impact on Divisional plan achievement.	Significant impact on service delivery. Or – Disruption on Divisional plan achievement. Or – Minor impact on Force plan achievement	Major impact on service delivery. Or – Failure of a Divisional plan. Or – Disruption of the Force plan.	Catastrophic impact on service delivery. Or – Failure of the Force plan.
Project	Has the potential to materially affect a stage of the project. Or – Has a minor short-term impact on the delivery of a project stage.	Has the potential to cause weakness to the ability to complete a project stage within identified resources. Or – Has a moderate term or medium term impact on the ability of the project to be completed.	Has the potential to cause the failure of one of the project stages. Or – Has a large short-term or longer-term impact on the delivery of the project. Or – Impacts upon the delivery of associated projects.	Has the potential to cause the failure of the project. Or – Could cause other Force projects to fail.
Business Continuity	Has the potential to materially affect a Divisional output. Or – Minor impact on Force outputs. Or – Minor Impact on the ability of the Force to undertake its statutory duties.	Has the potential to disrupt a Divisional output. Or – Has the potential to materially affect a Force output. Or – Materially affects the ability of the Force to undertake its statutory duties.	Has the potential to cause a Divisional Output to fail. Or – Has the potential to disrupt a Force output. Or – Disrupts the ability for the Force to undertake its statutory duties.	Has the potential to cause the outputs of the Force to fail. Or – Serious disruption/impairment to Force capability/outputs. Or – Could cause the Force to fail to undertake its statutory duties.
Security	Could cause distress to individuals. Or – Loss of Force earning potential.	Has the potential to affect diplomatic relations. Or – Loss of earning potential to the City of London. Or – Prejudice individual security.	Has the potential to threaten life directly. Or – Facilitates the commission of serious crime. Or – Disrupt significant operations. Or – Significant loss of earnings to City of London.	Has the potential to affect the internal stability of the UK. Or – Cause widespread loss of life. Or – Raise international tension. Or – Threaten National finances.

LIKELIHOOD ASSESSMENT TABLE

Likelihood Probability			
Low	Medium	High	Very High
<p>Negligible risk A probability of less than 30% of the risk occurring. Or This risk is a remote risk and it is envisaged that this may occur within a timescale of 4 years or more</p>	<p>Possible risk A probability of between 30-70% of occurring. Or This is a risk that could occur in less than 4 years but in more than 2.</p>	<p>Probable risk A probability of between 70-85% of being realised. Or This risk is likely to occur in a timescale of no more than 2 years.</p>	<p>Certain risk A probability of 85% or more of occurring. Or It is likely that the risk will be realised within a twelve month period</p>

RISK MATRIX TABLE

LIKELIHOOD	VH	7	11	14	16
	H	4	8	12	15
	M	2	5	9	13
	L	1	3	6	10
		L	M	H	VH

Key: L= Low, M=Medium, H= High, VH= Very High

Control Assurance within the Risk Register

The Strategic Risk Register is contains the Corporate risks identified for the Force. Each risk has a suite of identified controls that have been scored individually following the criteria below:

Control levels

- 4) **None:** Although controls are being worked on there are none in place to mitigate the risk at this time.
- 3) **In Place:** Control measures have been introduced for the risk but there is no assurance as to their effectiveness, they remain untested.
- 2) **In Place & Tested:** Control measures have been introduced for the risk and they have undergone assurance testing. Additional measures or improvements have been identified but not implemented.
- 1) **Comprehensive & Tested:** Control measures have been introduced for the risk and they have undergone assurance testing, where appropriate improvements and additional controls have been implemented. There are currently no additional measures identified to mitigate the risk more effectively.

This score is reflected within the document next to each control assessed.

Force Risk Multiplier Numbers

Impact		Likelihood		Control	
Low	1	Low	1	Comprehensive & Tested	1
Medium	2	Medium	2	In Place & Tested	2
High	3	High	3	In Place	3
Very High	4	Very High	4	None	4

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