



Police Committee

Date: THURSDAY, 25 FEBRUARY 2016
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Henry Pollard (Chairman) Nicholas Bensted-Smith
Deputy Douglas Barrow (Deputy Helen Marshall
Chairman) Deputy Joyce Nash
Mark Boleat Deputy Richard Regan
Simon Duckworth Lucy Sandford
Lucy Frew Deputy James Thomson
Alderman Alison Gowman
Alderman Ian Luder

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Lunch will be served in 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**
 - a) To agree the public minutes of the meeting held on 21 January 2016. (Pages 1 - 8) **For Decision**
 - b) To receive the Minutes of the Economic Crime Board held on 5 February 2016. (Pages 9 - 12) **For Decision**
4. **OUTSTANDING REFERENCES**

Report of the Town Clerk. **For Information**

 - a) **Police Pensions Sub-Committee**

Town Clerk to be heard. **For Information**

(Pages 13 - 14)
5. **COMMUNITY REMEDY**

Report of the Town Clerk. **For Information**

For Decision
(Pages 15 - 20)
6. **STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**

To receive any updates. **For Information**
7. **POLICING PLAN 2016-19**

Report of the Commissioner of Police. **For Information**

(Pages 21 - 50)

8. **ROAD DANGER REDUCTION PLAN 2016/17**

Report of the Director of the Built Environment and the Commissioner of Police.

For Information
(Pages 51 - 70)

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

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

11. **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.

For Decision

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**

For Decision

- a) To receive the non-public draft minutes of the Economic Crime Board meeting held on 5 February 2016. (Pages 71 - 72)

For Information

13. **NHS COMMISSIONING OF HEALTHCARE IN POLICE CUSTODY**

Report of the Commissioner of Police.

For Decision
(Pages 73 - 80)

14. **CITY OF LONDON POLICE ACCOMMODATION PROJECT - GATEWAY 3/4
PROGRESS REPORT.**

Report of the City Surveyor, Chamberlain and Commissioner.

For Decision
(Pages 81 - 106)

15. **FINSBURY HOUSE, 23 FINSBURY CIRCUS, EC2 - LETTING REPORT**

Report of The City Surveyor.

For Decision
(Pages 107 - 116)

16. **COMMISSIONER'S UPDATES**
Commissioner to be heard.
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

POLICE COMMITTEE **Thursday, 21 January 2016**

Minutes of the meeting of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 21 January 2016 at 11.30 am

Present

Members:

Deputy Henry Pollard (Chairman)
Deputy Douglas Barrow (Deputy Chairman)
Mark Boleat
Simon Duckworth
Lucy Frew
Alderman Alison Gowman
Alderman Ian Luder
Helen Marshall
Deputy Joyce Nash
Lucy Sandford
Nicholas Bensted-Smith
Deputy James Thomson

Guest

Edward Lord

Officers:

Alex Orme	- Town Clerk's Department
Katie Odling	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department
Peter Kane	- The Chamberlain
Steve Telling	- Chamberlain's Department
Iain Simmons	- Department of the Built Environment
Steve Presland	- Department of the Built Environment
Valeria Cadena-Wrigley	- Community Safety

City of London Police:

Ian Dyson, QPM	- Commissioner
Wayne Chance	- T/Assistant Commissioner
Richard Woolford	- T/Commander, Operations
Hayley Williams	- Chief of Staff

1. APOLOGIES

Apologies for absence were received from Deputy Richard Regan and Commander Chris Greany.

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

There were no declarations of interest.

3. **MINUTES**

- 1a. RESOLVED: That the minutes of the meeting held on 1 December 2015 be approved.
- 2a. RESOLVED: That the Minutes of the Economic Crime Board meeting held on 9 November 2015 be received.
- 3a. RESOLVED: That the draft minutes of the Professional Standards and Integrity Sub Committee meeting held on 20 November 2015 be received.
- 4a. RESOLVED: That the minutes of the Performance and Resources Management Sub Committee held on 8 December 2015 be received.

4. **REVENUE AND CAPITAL BUDGET 2016/17 AND DRAFT MEDIUM-TERM FINANCIAL PLAN UP TO 2018/19**

The Committee considered a joint report of the Chamberlain and Commissioner which, following the Government's announcement of the provisional police funding settlement for 2016/17 in December, provided an update on the draft medium term financial plan presented to your Committee and the Finance Committee in September 2015.

During the discussion, comments were made as follows –

The Commissioner confirmed that he had taken a decision to increase the number of firearms officers in the City which would increase the total number of warranted officers by 10 above the numbers shown in the paper. The Chancellor had said in his autumn statement that central government funding would be available to increase the firearms capability across policing nationally, but it was still not certain how much, if any funding the force would be eligible to receive and operational concerns required the uplift to be made now.

The Commissioner was certain we would receive some central funding, and he was committed to making further efficiencies in the force, but was not confident at this stage, given the level of reductions and efficiencies made over the past few years, that this would address the funding challenge in its entirety.

The Chairman sought a view from the Committee regarding supporting an increase in the business rate premium. The Chairman of the Policy and Resources Committee expressed a view that before making a decision, it was important to be explicitly clear on the proposals. In reply, a view was expressed by some Members who stated they would support an increase in the business rate premium in order to ensure greater resilience within the Force. In addition, further monies would enable an increase in Police Officers. Some Members of the Committee considered that businesses and residents would support the increase.

RESOLVED – That,

- a) the latest forecast outturn for 2015/16 be noted;
- b) the revenue budget for 2016/17 be approved for submission to the Finance Committee;
- c) the capital budget for 2016/17 be approved;
- d) the indicative deficits forecast for 2017/18 and 2018/19 be noted; and
- e) a further report (or reports) be presented on the strategy for restoring financial balance by 2017/18 together with an updated programme of capital and major revenue projects over the medium term. These will be prepared in time for the Resource Allocation Sub Committee Away-Weekend on 24/25 June.

- f) That a resolution be submitted to the Policy and Finance and Resources Committees in support of increasing the business rate premium.

5. **OUTSTANDING REFERENCES**

RESOLVED: That the list of outstanding references be noted.

6. **REVIEW OF SUB-COMMITTEES**

The Committee considered a report of the Town Clerk which recommended a number of changes to increase the size and composition of the Professional Standards and Integrity Sub Committee, the Performance and Resources Management Sub Committee and the Economic Crime Board, such that each is comprised of ten Members.

RESOLVED - That,

- a) the size of the Economic Crime Board, the Professional Standards and Integrity Sub Committee and the Performance and Resources Management Sub Committee be increased to ten Members (composition is detailed below):
 - Economic Crime Board
 - Performance and Resource Management Sub Committee; and,
 - Professional Standards and Integrity Sub Committee;
- b) the Town Clerk be instructed to write to all Members of the Court seeking expressions of interest for the co-opted vacancies on the Economic Crime Board and the Professional Standards and Integrity Sub Committee and for the Performance and Resources Management Sub Committee, expressions of interest be sought from the Audit and Risk Management Committee. The Police Committee will consider the appointments at the next appropriate meeting;
- c) the changes be implemented at the annual meeting of the Committee in May 2016; and
- d) no change be made to the size and composition of the Grand Committee.

Economic Crime Board

- The Chairman and Deputy Chairman of the Police Committee (ex-officio)*
- Up to five Members of the Police Committee appointed by the Police Committee
- Three co-opted Members from the Court of Common Council to be appointed by the Police Committee.

Performance and Resources Management Sub Committee

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

Professional Standards and Integrity Sub Committee

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

7. TERMS OF REFERENCE AND FREQUENCY OF MEETINGS

The Committee considered a report of the Town Clerk regarding the terms of reference and frequency of meetings of the Committee.

RESOLVED – That the terms of reference be approved for submission to the Court.

8. COMMUNITY REMEDY

The Committee considered a report of the Town Clerk which set out proposals for the Community Remedy Document (CRD).

One Member considered that the following revisions should be made to the CRD –

1. Should only apply to first offence
2. Section 4 and 4a POA offences should be excluded
3. Should exclude racially aggravated crime – after discussion this was widened to hate crime more broadly
4. Should be more flexibility on financial threshold – currently £100 damages – as impact on victim can be considerable even with lower value e.g. theft of keys / cards.

It was agreed that a meeting with the relevant Member(s), the Commissioner and the Town Clerk would be arranged to discuss a way forward in respect of the proposed revisions and therefore a further report should be brought to the Committee on 25 February 2016.

The Town Clerk reminded Members that the purpose of the CRD was to give the victim the opportunity to make a decision on what actions an offender should carry out to repair the damage done and could be made as an alternative to prosecuting the offender through the courts.

RESOLVED – That the report be deferred for a discussion regarding the proposed revisions to the CRD. The report would be considered at the next meeting on 25 February 2016.

9. POLICE PROPERTY ACT FUND

The Committee considered a report of the Town Clerk which provided details of applications and awards from the Police Property Act Fund during 2015.

RESOLVED – That,

- a) The following charities receive a grant of £1000 -
 - The Royal Humane Society
 - Housing the Homeless Central Fund
 - St John's Ambulance
 - Only connect
 - The Sheriffs and Recordors Fund
- b) The following charities receive a grant of £2,500 -
 - Embrace Child Victims of Crime
 - City of London Police – Charity of Children
 - The Police Rehabilitation Trust
 - Care of Police Survivors

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

1a. **Community Engagement Update**

The Committee received a report of the Commissioner of Police which detailed issues raised by the community and the police response to them since the last report in September 2015.

On behalf of the Committee, the Chairman expressed thanks to Superintendent Helen Isaac and her team for their excellent work.

RESOLVED – That the report be noted.

2a. **Equality Diversity and Human Rights (EDHR) Update**

The Committee received a report of the Commissioner of Police which provided an update of Equality and Inclusion related activities conducted by the Force since the previous report to the Committee in September 2015.

One Member commented that information on the website regarding EDHR required updating.

Members noted that the work with Stonewall continued to be positive.

RESOLVED – That the report be noted.

3a. **Any Other Special Interest Area Updates**

There were none.

11. **ANTI-TERRORISM TRAFFIC REGULATION ORDER**

The Committee considered a report of the Director of the Built Environment proposing the introduction of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City on a permanent basis.

Members were informed that details of how the Order would operate were still being discussed with Transport for London (TfL) and as a consequence it was suggested that the Order be approved in principle subject to the clarification of certain legal aspects.

The Committee questioned whether the rank of the police officer required to make the decision on the instigation of the ATTRO was appropriate.

After further discussion a vote was cast. This resulted in two Members voting against the proposal.

RESOLVED – That subject to clarification of certain legal proceedings and the applicable statutory processes a permanent City ATTRO be approved in principle after which approval will be given for the following –

- a) the Director of the Built Environment or her delegated officer be authorised to carry out consultation and publication of Notice of the proposal to make the City ATTRO;

- b) the Director of the Built Environment or her delegated officer be authorised to evaluate all responses to the consultation and Notice and, if there are no unresolved objections, to determine whether or not to proceed to make the City ATTRO and carry out all associated statutory processes;
- c) in the event of there being unresolved objections to the proposal to make the City ATTRO, they be reported to the Planning and Transportation Committee, for that Committee to determine the next step; the Town Clerk in consultation with the Chairman and Deputy Chairman to agree the proposed Protocol.
- d) A report on the use of the ATTRO be submitted to Members annually.
- e) In the event of TfL agreeing to their roads in the City being included in the City ATTRO, and/or any neighbouring traffic authorities agreeing to their boundary roads with the City being included in the City ATTRO, (a) the Comptroller and City Solicitor or his delegated officer be authorised to enter into any necessary agreements under Section 101 of the Local Government Act 1972 (or other joint working agreements) with TfL and/or neighbouring traffic authorities; and (b) the Director of the Built Environment or her delegated officer be authorised to amend the ATTRO to include TfL roads and/or boundary roads with neighbouring traffic authorities, as the relevant traffic authorities may agree.

12. POLICING PLAN

The Committee considered a report of the Commissioner of Police regarding the revised Policing Plan 2016-2019 for the City of London, informing the community, stakeholders and staff how the City are was to be policed.

RESOLVED – That,

- a) the draft Policing Plan 2016-2019 be adopted, subject to any further amendments agreed by the Committee and the Commissioner;
- b) following approval, the plan be published on the internet by 31 March 2016; and
- c) the measures contained within the plan be considered separately by the Police Performance and Resources Management Sub Committee to which performance against the plan would be reported quarterly.

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

15. 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.

16. NON-PUBLIC MINUTES

- 1a. RESOLVED - That the non-public minutes of the meeting held on 1 December 2015 be approved

2a. RESOLVED - That the non-public minutes of the Economic Crime Board meeting on 9 November 2015 be received

17. STRENGTHENING THE SAFETY, SECURITY AND AMENITY OF THE CITY VISION AND CONCEPT - WAIVER APPROVAL

The Committee received a report of the Commissioner of Police regarding a waiver approval for decision under Urgency by the Chamberlain in relation to strengthening the safety, security and amenity of the City vision and concept.

RESOLVED – That the report be noted.

18. COMMISSIONER'S UPDATES

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

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

There were no questions.

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

There were no items of urgent business.

RESOLVED - That the confidential minutes of the Professional Standards and Integrity Sub Committee meeting held on 20 November 2015 be received

The Chairman expressed thanks Katie Odling for her work over the past two years. Katie would be shortly leaving the Corporation to take up a new role at the Chartered Institute of Arbitrators.

The meeting ended at 1.30 pm

Chairman

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ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE **Friday, 5 February 2016**

Minutes of the meeting of the Economic Crime Board of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 5 February 2016 at 11.30am

Present

Members:

Simon Duckworth (Chairman)
Nicholas Bensted-Smith
Lucy Frew
Helen Marshall

Officers:

Commander Chris Greany	-	Commander (Economic Crime), City of London Police
Nicholas Court	-	Economic Crime Directorate, City of London Police
Gregory Moore	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Amanda Thompson	-	Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Doug Barrow, Mark Boleat, Deputy Richard Regan, Deputy Henry Pollard and Tom Sleigh.

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

There were none.

3. MINUTES

The public minutes of the meeting held on 9 November 2015 were approved.

4. NATIONAL LEAD FORCE: Q3 PERFORMANCE REPORT

The Board received a report of the Commissioner of Police summarising the quantitative and qualitative performance of the City of London Police as the National Lead Force for Fraud in the period of Quarter 3 (Q3) 2015/16.

The Board considered the presentation of statistics within the report and debated potential alterations and additional information which would assist Members in scrutinising performance more accurately.

With regard to disseminations and Force reported outcomes, the Chairman observed that the current format only allowed for comparison between the current quarter and the same quarter of the previous year; it would be helpful to provide a chart or table showing the cumulative statistics and percentile performance across several quarters, thereby allowing for the identification of trends and a more rounded analysis of performance across time. Providing

greater clarity around source figures would also be important; for instance, the dissemination figures at sections 2.1 and 2.5 should make clear that they were from different sources and were therefore not directly comparable.

Members discussed the investigative and prosecution timeframe, noting that cases took on average around two and a half years to conclude, and asked if anything could be done to increase the speed of the process.

The Commander advised that only the investigative part of the timetable was within the control of the police, noting that once cases were referred to the Crown Prosecution Service (CPS), who required substantial time to prepare cases involving complex frauds, the timetable was out of the Force's control. Following the CPS' preparation, the third stage of the process was for the Courts to consider the case which, again, could take a lengthy period given the complexities involved. The Commander added that the City Police tended to deal with more complex and detailed fraud investigations which subsequently meant that the three stages of the process took longer than with more straightforward crimes. He therefore concluded that the most effective method by which to increase the speed at which cases were dealt with would be to deliver effective fraud prevention work, thereby decreasing the volume of such crimes and consequently freeing up resource to focus more effectively on a fewer number of cases.

A Member noted that the Force had received 5213 disseminations for the period, but with only 2% of outcomes being non-judicial, compared to a national average of 18%. The Commander advised that the reason the City Police received this number of disseminations is because the NFIB (Action Fraud) determined that these reports should be investigated by the City Police either because the locus of the relevant enquiries was in the City or because the case appeared to fit with the Lead Force's role. As to the reason why the percentage of non-judicial outcomes was so comparatively low, this was because this sort of outcome tends to consist of disruptive activity; the City Police generally dealt with larger-scale and more complex fraud cases as the National Lead Force and therefore primarily sought to achieve a judicial outcome. As a result, there was less "disruptive" or non-judicial activity.

It was subsequently asked if it would be possible or appropriate to provide a breakdown of cases in progress according to whether they were still the subject of police investigation, or if they had been referred to the CPS or Court service. This would enable the Force to evidence that it was processing its own investigations expeditiously and make clear that it was not in control of the overall timeframe. Similarly, it was asked if the judicial outcome section could be broken down to clarify what percentage led to prosecutions and what proportion resulted in acquittals. Following some debate as to the practicalities involved, the Commander undertook to explore the most appropriate way in which such information could be provided in an appendix to the report, where practical.

It was noted that there had been a drop of 16% in Action Fraud reports over the last quarter. The decrease was associated solely with reports made via the call

centre and it was believed that this was due the centre's operating company going in to administration. The new operator was now in place and operating an interim solution at 100% capacity, prior to designated funding from the Home Office for a permanent solution coming on stream in April.

In discussing various Key Performance Indicators (KPIs), it was observed that the wording of KPI 2.2 was such that the measure was reliant on the Organised Crime Co-ordination Centre's mapping process. The Commander advised that this was not always fully appropriate for the work of the Economic Crime Directorate, as individuals with a significant economic crime profile – such as an individual perpetrating a multi-million pound Ponzi scheme – would not necessarily be captured within this KPI. It was urged that the Commander revisit this KPI accordingly.

The Chairman took the opportunity to advise the Board that discussions were underway regarding the possibility of inviting Police and Crime Commissioners to an event in the Autumn highlighting the work of the Force's economic crime section.

RESOLVED: That the report be received and its content noted.

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

There were no questions.

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

There were no urgent items.

7. **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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 9 November 2015 were approved.

9. **ECONOMIC CRIME ACADEMY**

The Board received a report of the Commissioner of Police which provided an update on the Economic Crime Academy.

10. **RESTRICTED ACTIVITY UPDATE**

The Board received a report of the Commissioner summarising notable activity being delivered by City of London Police in its capacity as National Lead Force.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 12.45 pm

Chairman

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POLICE COMMITTEE
25 February 2016
OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	08/12/14 Road Danger Reduction	Report regarding future options for Bank Junction.	Transportation and Public Realm Director supported by CoLP	On Agenda 25 February 2016
2.	26/02/15 Public Realm Safety	To undertake a feasibility study and resolve issues with TfL and legal inconsistencies on Attro before consultation.	Transportation and Public Realm Director and Acting Assistant Director, Environmental Enhancements	In progress April 2016 A high level meeting has taken place with TfL; which was positive. Further work is being undertaken by officers and is expected to be agreed with TfL mid March. TfL have indicated that they will give the City their decision on the 2 April.
3.	26/02/2015 Barbican CCTV	CCTV upgrade To be circulated by Police.	City Police/ Safer City Partnership	In progress June 2017
5.	24/07/2015 Community Remedy Document	A meeting to discuss a way forward in respect of the proposed revisions.	Community Safety Team	On Agenda 25 February 2016
6.	24/07/2015 Internal Audit review	Internal Audit review of how contracts are monitored and what contingency plans should be in place to mitigate risks.	Chamberlains/ Internal Audit	In progress April 2016 A draft report was issued to Chief Officers on 10 February. The report recommended some improvements to processes and sought comments on the factual accuracy of the findings, conclusions and recommendations by the 9th March 2016. Following consideration of

				comments, the final report is scheduled to be issued prior to the Police Committee on 14 April.'
7.	21/01/2016 Police Pensions Sub-Committee	Appointment of Employer/Scheme representatives	Town Clerk / Commissioner	On Agenda 25 February 2016
8.	21/01/2016 Budget	Resolution to be submitted to the Policy and Resources Committee and the Finance Committee to propose an increase in the business rate premium	Town Clerk	Completed P&R Committee – 18 February Finance Committee – 16 February 2016

Committee(s):	Date(s):
Police Committee - For Decision	25 th February 2016
Subject: Community Remedy	Public
Report of: David Mackintosh Director, London Drug & Alcohol Policy Forum - Manager, Community Safety Team	For Decision
Summary	
<p>The government has introduced the “Community Remedy” to empower victims of lower level crimes and anti-social behaviour to have a say in what happens to the offender. Every local police body has a statutory responsibility to develop a Community Remedy Document for their area in consultation with the community and community representatives.</p> <p>The Community Remedy gives a victim or a community the opportunity to make a decision on what action an offender should carry out in order to repair the damage done, by using a document with a menu of options. This option can be made available as an alternative to going through the courts to prosecute the offender and can be more cost efficient, improve victim satisfaction and resolve issues in less time than other outcomes.</p> <p>After consultation with the different communities in the City of London all eight remedies suggested were supported for inclusion in the document for the victim to choose how they wish the matter to be resolved. This follow-up report has been compiled to answer some concerns and questions from Members on the use of the remedy. The City Solicitors’ department was consulted in answering these, along with senior officers from the City of London Police and their responses are detailed later in the report.</p> <p>Above all, the Community Remedy will be a channel to empower victims of certain specific offences to choose, with the final agreement of a police officer, their preferred outcome and sanction for the offender.</p>	
Recommendations	
<p>It is recommended that members endorse the proposed community remedies for inclusion within the Community Remedy Document.</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> • Endorse the proposed remedies included in this report for inclusion within the Community Remedy Document. • Approve publication of the Community Remedy for May 2016 to allow time to prepare the processes and provide necessary training. 	

Main Report

Background

1. On the 20th October 2014 the Anti-Social Behaviour Crime and Policing Act 2014 came into force. Under Part 6 Section 101 the local policing body must prepare a Community Remedy Document (CRD) for the local police force area and may revise it at any time.
2. Through the Community Remedy the Government has formalised the existing community resolutions used as a way of delivering Restorative Justice (RJ). The City of London Police have used RJ in the form of community resolution since November 2013 and the same offences already considered by officers for resolution by RJ are also presented in this report as suitable for Community Remedy, for consistency with the existing process.
3. When dealing with anti-social behaviour or low-level crime offences through a community resolution, the police officer may use the Community Remedy document as a means to engage the victim in defining the way forward and deciding the punishment of the perpetrator. The Community Remedy may also be used when a conditional caution or youth conditional caution is given, as a means of consulting the victim about the possible conditions to be attached to the caution and helping the victim decide the outcome.

Current Position

4. This report was prepared to provide Members with further information on the flexibility of the financial threshold for theft offences and answer concerns regarding the inclusion of section 4 of the Public Order Act, hate crime and domestic violence.

Relevant Offences Proposed for Community Remedy

5. The offences proposed below are the same as the restorative disposal offences already set out in the force's Restorative Justice Standard Operating Procedure for consistency of approach.

- a) Theft (Retail or other but excluding theft from employer). Until recently there was a £100 limit on offences which could be resolved through community resolution. This has been removed to provide the victim with a greater choice in certain situations where a higher value item has been stolen, but they still wish to elect for community resolution.
 - b) Criminal Damage under £500.
 - c) Sec.4 and Sec.5 Public Order Act 1986 (Fear or provocation of violence/Intentional harassment, alarm or distress but only in low-level situations). This does not include offences of hate crime or domestic abuse.
 - d) Common Assault
 - e) Anti-Social Behaviour (low-level only)
6. Hate crime and domestic abuse fall outside the scope of ss. 4 & 5 of the Public Order Act 1986 and these offences are not suitable for consideration under the Community Remedy scheme. Hate crime is covered by the provisions of Parts III and IIIA of the Public Order Act 1986 and therefore falls outside of ss. 4 and 5 of the Act and similarly, domestic violence offences are addressed in other legislation. For clarity, the Community Remedy Document will make it clear when published that offences of hate crime and domestic violence are specifically excluded from this disposal option.
 7. Of the 75 offences resolved by community resolution by the force in 2015, only five were Public Order Act offences, due to the substantial considerations officers undertake when deciding the available disposal options in each situation. In most cases offences under this legislation will not be suitable for resolution in this way, but there is flexibility provided by including them for the small number of occasions when community resolution is an option for the victim to choose.
 8. There is strict suitability criteria listed in the RJ Standard Operating Procedure that will also extend to use of the Community Remedy. The suspect cannot be considered for this type of disposal if they have previous convictions, cautions, or been subject to a youth or adult community resolution. Officers carry out checks to establish offender suitability prior to the disposal decision being made.
 9. The force is bringing together RJ community scrutiny, (which will extend to scrutiny of the use of the Community Remedy) with that of stop and search and the use of force. Information on the circumstances of use, consistency and appropriateness, along with any concerns will be highlighted and discussed at this group, with outcomes informing organisational learning.

Proposed Remedies

10. The Community Remedies proposed for inclusion in the document following community consultation are:
 - Reparation direct to the victim for any damage caused (financial or otherwise)
 - Reparation direct to the community (unpaid work for a limited time)
 - Apology (face-to-face or by letter)
 - Counselling
 - Restorative Justice or mediation – third party to bring together both parties to reach common agreement
 - Agreement contract between parties (e.g. Acceptable Behaviour Contract, Parenting Contract)
 - Structured diversionary activity such as educational/training courses (self-funded or otherwise)
 - Targeted intervention (e.g. alcohol treatment or anger management course)

Corporate & Strategic Implications

11. Once the Community Remedy Document has been completed and approved, training will be required for all staff across the City of London Police and agencies that deal with Anti-Social Behaviour.
12. All Community Remedy disposals will be recorded to allow usage to be monitored and accurate records to be kept of offenders who have received this disposal type.

Legal Implications

13. Advice has been provided by the City Solicitors department and will continue to be sought during the drafting of the Community Remedy Document.

HR Implications

14. An equality impact assessment has been carried out by the City of London Police in establishing their ASB SOP and Policy. An officer has been identified to work with the City of London to put the necessary processes and training in place once the Community Remedies are approved.

Strategic Implications

15. Delivery of the remedies and the provisions for implementation will be carried out by the City of London Police and officers employed by the force.

Recommendations

- 16.** It is recommended that members endorse the proposed community remedies for inclusion within the Community Remedy Document.

Members are asked to:

- Endorse the proposed remedies included in this report for inclusion within the Community Remedy Document.
- Approve publication of the Community Remedy Document for May 2016 to allow time to prepare the processes and provide necessary training.

Conclusion

- 17.** The Community Remedy is a statutory requirement for all local police areas. The Community Remedy Document must be published on the approval of the City of London Police Committee in agreement with the City of London Police Commissioner and any other agreed community representatives.
- 18.** The Community Remedy Document will be used as part of the force's existing process for delivering community resolutions.

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Committee(s):	Date(s):
Police Committee	25 th February 2016
Subject: Policing Plan 2016-19	Public
Report of: Commissioner of Police Pol 11/16	For Information
Summary	
<p>This report presents the 'designed' Policing Plan, which was approved at your January Committee.</p>	
Recommendation	
<p>Members are asked to receive this report.</p>	

Main Report

1. Your Committee approved the Policing Plan 2016-19 at your January meeting. Members were provided with an opportunity to request amendments, which have been completed and incorporated into this draft.
2. It was noted in January that the draft report presented was a 'Word' document, which the Force intended to have professionally designed into a PDF format. The Commissioner undertook to bring the designed version back to Police Committee, which this report now does.
3. Members are requested to note the following:
 - i. The designed version was only received in Force on the day of the deadline for your Committee, therefore it has not yet been reviewed for typing or other errors, which first printed drafts usually contain; that will be done before the plan is formally published;
 - ii. The measures will have been considered and formally agreed by your Police Performance and Resources Sub Committee on the 24th February 2016, which means the wording of some measures may be subject to slight change depending upon the discussions at the Performance and Resource Management Sub Committee.
4. The plan does not have to be published until the 31st March 2016, therefore this is ample time to correct any errors prior to publication.

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City of London Police

Policing Plan

2016 – 2019

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Proud to deliver an exceptional policing service



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Our values

Integrity

Integrity to us means acting in accordance with the values of the organisation. It is about being trustworthy, reliable and committed and there is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.

Our behaviour, actions and decisions will always support the public interest and those we work in partnership with. We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to well founded criticism with a willingness to learn and change.

We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance.

Fairness

We are an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider.

We will support equality by creating an environment that maximises everyone's talents in order to meet the needs of the organisation and those of the community we serve.

Professionalism

Professionalism is a quality that we value highly. We will investigate crime professionally and thoroughly, doing everything in our power to protect those at the greatest risk of harm.

We expect our staff to be dedicated to professional development, both for themselves and the people they are responsible for, and empowered to use discretion and common sense to make appropriate operational decisions.

Our professionalism ensures that we meet the needs and demands of our customers to deliver high quality, fast, effective and efficient services.

Our mission

As the police force for the nation's financial heart our core mission is to protect the UK from economic crime and maintain the City of London as one of the safest places in the country. We will do this by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring the community; investigating crime and bringing offenders to justice.

We are an organisation that continually strives to deliver for our community, achieve excellence in everything we do and, in doing so, deliver an exceptional policing service. This is not just in relation to maintaining high performance but also being recognised as a centre of excellence for our policing services.



Introduction

Welcome to our refreshed policing plan for 2016 in which we set out how we intend to police the City of London over the coming three years.

The world has many great cities; however, the City of London is unique amongst them. It remains the world's leading international financial and business centre and is home to over 200 multinational companies and 12,500 small and medium sized enterprises. It is a City where ancient traditions are observed yet sit comfortably alongside modern business practices. Our community is diverse, comprising of residents from every social group and background, businesses, that range from large international concerns to small and medium sized enterprises, workers and visitors. Around 9,000 residents call the City of London home although every day that number swells to 400,000 as people arrive in the City to work. The City has an established and expanding, vibrant night time economy, with more people than ever visiting bars, clubs and restaurants after work and at weekends. A major tourist destination and arts centre, the City attracts some 11 million visitors per year. It is an exciting place to live, work and visit.

The continuing security and safety of the City of London is key to its success, whether as a base for a company, a place to live or somewhere to spend leisure time. Even though crime levels are amongst the lowest in the country, we are not complacent about tackling criminality and remain committed to fighting crime at all levels. Although we fulfil a national role tackling fraud and other serious criminality, our local role is no less important to us. It is often the case that residents' and workers' priorities will be different from those that impact on large corporations but their concerns are given no less appropriate regard. This distinction between our national and local roles is reflected in the range of our priorities.



Crime is changing. Rapid developments in technology, that are undeniably beneficial to business and individual convenience, present a multitude of opportunities to criminals. This extends more traditional criminality into the virtual world we all use to send emails, interact with friends and family or pay a bill. The threat posed by cyber crime is such that it features for the first time as a separate priority. We are helping to lead the national response to cyber crime and during late 2015, we became a founding member of the Global Cyber Alliance, a not for profit international organisation that has been set up to confront and prevent malicious cyber activity.

The continuing threat from terrorism and fraud-related crime to the safety and security of the City of London remains constant and consequently they remain key priorities for us.

We have continued to expand our role as the national police coordinator for economic crime. The national strategies and structures we have developed are being implemented by police forces at local and regional levels. Our coordinated approach to protect activity has resulted in collaboration between law enforcement and other key partners meaning prevention campaigns have greater reach and impact. Over the next five years a joint investment from the Government and City of London Corporation will be used to transform the information communication technologies that support Action Fraud and the National Fraud Intelligence Bureau delivering a fully integrated and improved service to law enforcement, the public and industry. The Economic Crime Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. We will continue to work closely with the National Crime Agency (NCA), providing an

effective link between the NCA and regional organised crime units to ensure a robust and effective response to the threat from fraud.

The impact of organised criminality and large scale fraud is focused most often on individuals. We are committed to ensuring victims are at the heart of everything we do. We recognise that some people are more vulnerable than others and we will ensure that our response to those who are vulnerable is appropriate to their needs.

The Square Mile hosts a number of high profile events; the Mansion House and Guildhall alone host several hundred events annually, from small business meetings to major banquets attended by Royalty and Heads of State. Policing an area as diverse and important as the City brings with it unique challenges. Any disruption to 'business as usual' would have a significant impact on the diverse range of interests located here.

As all police forces, we continue to face significant financial challenges; however, our ability to deliver an efficient, effective and financially sustainable service to the City of London remains paramount. The finance section of this plan shows how we will achieve this and provides details of how we will continue to make further savings.

Developing our priorities

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

We pay close regard to our obligation to support the national Strategic Policing Requirement, which sets out those matters relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. Cyber crime also features and last year the threat posed by child sexual exploitation was added to the requirement. Over

the past three years, the Strategic Policing Requirement has featured as a separate priority in our policing plan. We have decided that, as many of our priorities directly support our national commitments in addition to the needs and concerns of our community, it no longer needs to be cited as a separate priority.

When setting our priorities we also take account of our commitments to the Safer City Partnership and to the City of London Corporation's key aim for a safe and secure City. This ensures we support community safety priorities, just as our partners have regard to our priorities when setting their own.

Our resulting priorities address both our national and local obligations.

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Priorities for 2016-19

Counter terrorism

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

Fraud

As the National Lead Force for Fraud, tackling fraud and setting the national strategy for dealing with it is a central pillar of our policing plan. Reducing the harm caused by fraud on the lives of our residents, workers and visitors is a key element of this, as is prevention and reduction of crime within the City’s financial markets in order to maintain the integrity and prosperity of the country’s financial heartland. We work closely with and support other partner agencies in their efforts to combat economic crime. We host one of the largest and most experienced fraud investigation capabilities which has a local and national remit. Our intelligence and analytical capabilities within the national reporting centre for fraud and cyber crime supports delivery of national fraud strategies. Our Economic Crime Academy plays a key role in delivering the national prepare strategy and is a centre of excellence that educates and up-skills individuals and businesses across public and private sectors, enabling them to identify and combat fraud. Our approach to tackling fraud and cyber-enabled fraud nationally will improve the quality, consistency and delivery of services provided to victims of economic crime in the City and beyond.

Public order

The City of London’s position at the heart of global finance results in it being an attractive location for protesters and demonstrations. Whilst we recognise individual’s right to protest, this has to be balanced with the community’s rights to go about their lawful business without being subject to serious disruption, disorder, damage or intimidation. A significant factor in the City’s pre-eminence in business is the degree of safety felt by the people living, working and visiting here. It remains imperative that, together with our partners, we continue to maintain the capability and capacity to deal with spontaneous protest or unrest. Our priority extends to the effective policing of the many large scale public events that occur in the City each year.

Cyber crime

Cyber attacks cover everything from small-scale email frauds to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. As the host of the national fraud and cyber crime reporting centre, we will ensure that we understand the threat faced by the City of London and the country as a whole. We will equip our officers and staff with the necessary skills and training to ensure our service to victims is effective, that we have the capability and capacity to investigate cyber crime effectively and help prevent individuals and businesses from becoming victims of cyber crime.

Safer roads

Safer roads continue to be highlighted by residents, workers and visitors as important. Reducing the number of people killed or seriously injured on the City's roads is a goal that we share with the City of London Corporation and other partners, such as Transport for London. Our priority is to support the City of London Corporation in achieving their reduction target through enforcement and education activities, whilst at the same time improving road use for all users.

Victim based crime

The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, we have achieved year on year reductions in overall levels of crime over the past fourteen years. We will continue to focus on those areas that intelligence and our community tell us are the most important. In common with other policing areas, the City of London has experienced increases in levels of violent crime over the past two years. We will maintain our focus on preventing and tackling violent crime and bringing offenders to justice.

Antisocial behaviour

In addition to being the business heart of London, the City of London is a vibrant cultural and social centre. A thriving night-time economy brings with it the potential for increased levels of antisocial behaviour and alcohol related offences. Antisocial behaviour (ASB) takes many forms but it all affects the quality of life of residents, workers and visitors to the City. Although we have reduced levels of ASB by over 30% over the past 3 years our community tells us it remains an issue for them; ASB has therefore been retained as a priority. Prevention is a key element of our approach to tackling ASB, however, when it does occur we will deal with it effectively, ensuring victims receive an excellent quality of service, particularly if they are vulnerable or the ASB is a recurring problem.

Ensuring our priorities are effective

Counter terrorism - we will

- Work in partnership with our community, national and international partners to protect the City of London from terrorism
- Provide up to date protective security advice and guidance to residents and businesses
- Engage with groups and individuals to prevent them from turning to terrorism and extremism
- Develop new and improve existing tactics to counter the threat from terrorism
- Use intelligence and analysis to target the deployment of resources to deter, detect and disrupt terrorism
- Make full use of existing and emerging technology (CCTV and automatic number plate recognition) to complement our service delivery

Public order - we will

- Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan
- Engage with our community to address concerns, providing advice and resolving policing related matters
- Engage with event organisers, protest groups, stakeholders and partners, providing proportionate policing plans where necessary, to support event organisers
- Use information and intelligence systems effectively
- Work closely with our partners in the Metropolitan and British Transport Police ensuring an efficient collaborative response, particularly in relation to pan London issues which affect the City of London
- Use approved tactics, with accredited practitioners, and capture learning to improve our effectiveness, efficiency and service to our community

Fraud - we will

- Focus our efforts on the issues that are the greatest threats to the City's communities and businesses
- Address serious organised crime and continue to target organised crime groups
- Engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud
- Adopt a collaborative approach where possible to address the economic crime threat whether through education, prevention, disruption or enforcement
- Continue to engage with police and crime commissioners and the National Police Chiefs' Council regarding the implementation of national economic crime strategies
- Continue to work with stakeholders, including the National Crime Agency, and the wider regional, national and international counter-fraud community to protect the City and national interests, and tackle criminals overseas that target the UK
- Improve our service to victims of fraud by:
 - encouraging victims to report fraud and cyber crime
 - identifying vulnerable victims to ensure they receive the help and support they need
 - influencing and supporting policy making at a national level
 - providing a national investigation capability
 - contributing to the national understanding of fraud threats and criminality and developing proactive intelligence and prevention strategies to address it

Cyber crime - we will

- Enhance understanding of cyber crime through working in partnership with other law enforcement agencies, and apply proactive intelligence and prevention strategies to address it
- Train our frontline staff (including call centre and front desk staff) to recognise cyber-related reports of crime to enhance intelligence and evidence gathering
- Train our officers in the skills necessary to investigate cyber crime effectively
- Embed tackling cyber crime into core community policing
- Be flexible across geographical boundaries

Victim based crime - we will

- Work in partnership and be innovative in our approach to tackling crime, targeting hotspots and known offenders
- Adopt a collaborative approach to problem solving to maintain the City of London as a low crime, safe area
- Tackle alcohol-related crime through a joined up, partnership approach
- Mount specific, targeted operations to address emerging challenges and provide quality-focused investigations, with high quality evidence supporting successful prosecutions
- Ensure victims can easily report crime and thereafter, receive a professional response
- Maintain our focus on incidents of domestic abuse and child protection, which remains an integral part of our victim care strategy

Safer roads - we will

- Proactively target offenders who use the roads to cause danger to other road users
- Engage with road user groups to identify opportunities to provide timely education and enforcement activities
- Pay particular attention to vulnerable road users (pedestrians, cyclists and motorcyclists)
- Work with Transport for London by delivering special services that keep the City's roads safe
- Investigate serious collisions, support victims and their families and, where appropriate, prosecute offenders that flout road safety laws

Antisocial behaviour (ASB) - we will

- Engage with community groups and partners to identify and address the ASB concerns of individuals and groups
- Together with our partners, make best use of available tools to deal with incidents
- Use intelligence effectively to deploy officers to patrol hotspots where begging and ASB is an issue
- Identify where victims are vulnerable or where there is recurring ASB
- Work with our partners and maintain our focus on rough sleepers and aggressive beggars
- Act on feedback from satisfaction surveys about how we have dealt with ASB to improve our service delivery

Preventing crime

Counter terrorism

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

Fraud

With fraud as prevalent as it is and often committed by criminals hidden behind the anonymity of the internet, prevention and disruption of cyber-enabled fraud will be an increasing focus of our efforts over the coming years. We will coordinate this nationally through our Economic Crime Prevention Centre and ensure fraud prevention advice is extended to City businesses, residents and workers through the Safer City Partnership. We will disrupt criminals who commit fraud by tackling criminal enterprises operating from offices in the City and closing down fraudulent websites. We will continue to support regulators, including the Financial Conduct Authority, to help employees identify and challenge fraud and money laundering and thereby improve market ethics. Our Economic Crime Academy will provide specialist training and advice to not only improve the quality and effectiveness of fraud investigation but also assist people prevent fraud.

Public order

We will continue to engage with event organisers to minimise the impact that those events might have on the City of London, whether they occur here or pass through. To protect the City effectively we plan our approach meticulously with our partners and maintain a number of suitably trained and equipped officers who can be deployed to deal with public order incidents at a variety of levels: this can range from local specialist support around 'night time economy' venues to large-scale pan-London events. We will ensure that appropriate resources are tasked to undertake both patrols and interventions linked to known areas of threat and risk, preventing offences from being committed and increasing community confidence.

Preventing crime

Cyber crime

As the threat posed by cyber crime expands, so our response must keep pace. As with more traditional crime types, prevention is a powerful tool to not only help prevent people from becoming involved in cyber crime but also protect our community from becoming victims of cyber crime. We will work with businesses to educate them about the threat and how it can be countered and will engage with the public to provide cyber crime prevention advice.

Safer roads

We will continue to undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk. When appropriate, and supporting national road strategies, we will enhance criminal justice sanctions for offending with an educational programme aimed at improving road skills and understanding to prevent re-offending. Over 2016-17 of this plan we aim to increase the range of educational schemes that we can refer offenders to. We will continue to deliver targeted educational campaigns to improve road user behaviour, supporting our and the City of London Corporation's aim to reduce the number of accidents and injuries on the City's roads.

Victim based crime

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

Antisocial behaviour

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

Supporting victims and the vulnerable

The voice of the victim is paramount, which is why we place victims at the heart of everything we do, whether it is protecting people, preventing people from falling prey to criminals or having become a victim, helping them through the criminal justice process. Through implementation of national best practice in this area, and adherence to the Victim Code, we assess every crime to ensure that victims of any crime receive the service they both expect and deserve.

We recognise that some victims are more vulnerable than others and our response adapts accordingly to cater to those needs. We employ a specialist vulnerable victim co-ordinator, who supports all victims of sexual offences, domestic violence or child sexual exploitation. Our specialist Public Protection Unit deals with all issues relating to child protection, sexual offences, hate crime, adult abuse and domestic abuse (including honour based violence, forced marriage and female genital mutilation). We work closely with partner agencies, including Children's Social Care, Adult Social Care, Mental Health Services and Victim Support. We use specialist, skilled staff to investigate these crimes and will maintain our operational focus on this important area to ensure we can continue to protect the public.

Vulnerability is usually associated with those crime types referred to above; however, vulnerable victims can also be victims of antisocial behaviour, fraud, identity crime or indeed any other type of crime, and our staff have been trained to recognise this to ensure appropriate safeguards are put in place.

We will continue to provide an accessible reporting service for victims of fraud and cyber crime nationally and provide advice to reduce repeat victimisation. Our national Policing Strategy for the Victims of Fraud will help to professionalise the national police response to fraud victims by developing a methodology and definition for identifying vulnerable victims. We will provide all forces with details of victims in their areas, ensuring all victims are considered under the Victim Code.



Supporting the Strategic Policing Requirement

The Strategic Policing Requirement (SPR) requires all police forces to ensure that they can fulfil national responsibilities for tackling criminal or terrorist threats and harms or other civil emergencies. The areas covered by the SPR have been selected because they either affect multiple police force areas or require action from multiple forces, resulting in a national response. We have put in place a number of mechanisms and processes to ensure that we can fully support the Strategic Policing Requirement when called upon to do so.

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Counter terrorism	Public order	Civil emergencies	Cyber crime	Serious organised crime	Child sexual abuse
Terrorism is rated among the highest risks and remains an enduring threat to the UK. The ability to flex and pool resources and intelligence is crucial to the national response to the terrorist threat. We will meet all the national requirements relating to skills, knowledge and infrastructure to enable us playing a full part in our regional and national counter terrorism obligations.	The primary objective of policing public order situations is to keep the peace and preserve order using the minimum force necessary. Exceptional public order demands can emerge with little notice, so forces need to retain the capability and capacity to respond effectively. We have ensured that our public order capability and capacity meets all national standards, with the appropriate numbers of skilled officers ready for deployment when required.	The Civil Contingencies Act 2004 places a legal responsibility on all forces to provide an appropriate response to emergencies, whether they are the result of natural disasters or intentional actions. We have in place protocols that ensure an appropriate response, individually or in collaboration with other forces and partners to incidents involving mass casualties, chemical, biological or radiological events or as first responders to a terrorist incident.	Cyber attacks cover everything from small-scale email scams to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. We will ensure that we understand the threat faced by the City of London (and the nation) in relation to cyber enabled frauds.	Serious and organised crime includes a range of activities, from the illegal supply of commodities, to fraud and violence committed by multi-million pound enterprises. To deliver fully our obligations in this area we have ensured that we understand the threat we face and can collaborate with other forces and partners in tackling the threat; this includes maintaining appropriate levels of skilled staff and contributing to a multi-agency intelligence capability.	The recent increases in reports of child sexual abuse (CSA) requires forces to have a joined-up approach to provide an integrated, robust policing response. We will ensure skilled investigators are available to help victims and bring offenders to justice. We will continue to work in partnership with other forces and with local agencies to ensure that the most vulnerable members of our community are protected.

Our efficiency

As all police forces, we continue to face significant financial challenges over the medium term; our particular challenge is to save £13.2m over the course of this plan, which is in addition to the considerable savings we have already made over the past 4 years. However, we are determined to maintain our professional service delivery, in the face of reducing budgets, and have developed an extensive efficiency programme that ensures we have a secure financial footing against which we can continue to police the City of London.

Our strategy to make the necessary savings is based on the following areas:

- We have invested a significant sum of money in one-off spends that will deliver considerable savings over the course of this plan and beyond. 2015 saw the beginning of a phased move to new accommodation which has a reduced footprint compared to our current estate and which will be much cheaper to run than the buildings we presently occupy. It will also allow us to end expensive leases for current buildings that will no longer be required. Our accommodation programme is being complemented by new technology that means our staff are no longer be desk bound to one location. The ability to work agilely, less constricted by traditional office locations and hours, means that staff are able to work more effectively and efficiently from any location. For officers on the street, this will mean the ability to complete processes using mobile devices, negating the need for separate reports or returning to the office to use a computer.

- Previously we have supplemented our capital programme with a contribution from our operating budget. This year we have reduced that contribution significantly.
- We will continue to seek to increase our income wherever we can; this will include maximising the opportunities under the Proceeds of Crime legislation, applying for grants including National, International and Capital City funding and generating income from our Economic Crime Academy services to businesses, nationally and internationally. We will continue to operate funded taskforces, which we will operate on a full-cost recovery basis.
- We will reduce our pay costs through the implementation of directorate reviews and discrete projects. Examples of initiatives that will be implemented over the course of this plan include enhanced collaboration arrangements with the City of London Corporation to deliver a joint community safety hub and a joint control room. We have already implemented a managed service for the provision of ICT services. Over the course of 2016/18 we plan to reduce our staff numbers by 15%.

We are able to supplement our savings plan with approved and controlled use of reserves, subject to them not falling below a minimum level. We are confident that our strategy will provide us with the financial security to plan for the future and deliver a balanced budget by the end of this plan.

Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore we have made assumptions when developing our financial strategy, including general rates of inflation

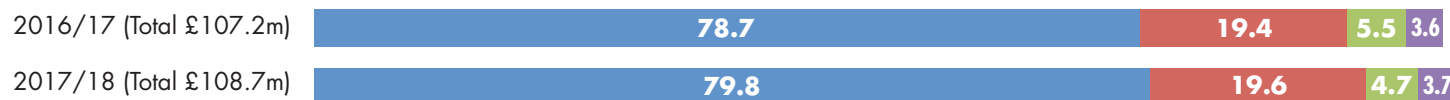
and the business rate premium (an element of business rates that are levied and applied to security), amongst other things. The charts below provide a high level summary of our anticipated expenditure and income over the following two years of this plan.

Income (projected) £m



- Home Office and CLG Core Grants
- Other Gov Grants, includes National Lead Force, Dedicated Security Posts and National, International and Capital City Grant
- Partnership Income, includes Late Night Levy and dedicated unit funding
- Business Rate Premium (General £3m, National Lead Force £2.1m)

Expenditure (projected) £m



- Employees
- Supplies, Services and Third Party Receipts
- Premises and Transport
- Central Support Services

Appendices



Accountability

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

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

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

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

Measures

Along with many other police forces and Police and Crime Commissioners, we have not set any formal targets in this plan. This is not because targets are difficult to achieve or we are not concerned about being a high performing force; it is because we recognise targets can unwittingly adversely impact on behaviour and how crime is recorded. We need to be able to concentrate our resources where they are needed to address important or sometimes emerging issues, not just to chase a numerical target. We are committed to being a high performing police force. We will continue to closely monitor performance across a range of measures, which will also be reported quarterly to the Police Performance and Resources Sub Committee for scrutiny and oversight.

We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance. The following measures, which support delivery of our priorities, are those that our Police Committee will hold us to account against in the delivery of this plan.

- Counter terrorism:** The level of specific counter terrorism deployments that are completed
The percentage of those surveyed who are reassured by the work the City of London Police are doing to protect the City from terrorism
- Road safety:** The level of evidence-based education and enforcement activities supporting the City of London Corporation’s casualty reduction target
The number of disposals (Traffic Offence Report, Fixed Penalty Notice or Summons) from manned enforcement activities
- Public order:** The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed
- Tackling crime:** The level of victim-based violent crime
The level of victim-based acquisitive crime
- Cyber Crime:** The number of appropriately trained staff to deal with the risk posed by cyber crime
- Tackling ASB:** The level of antisocial behaviour incidents

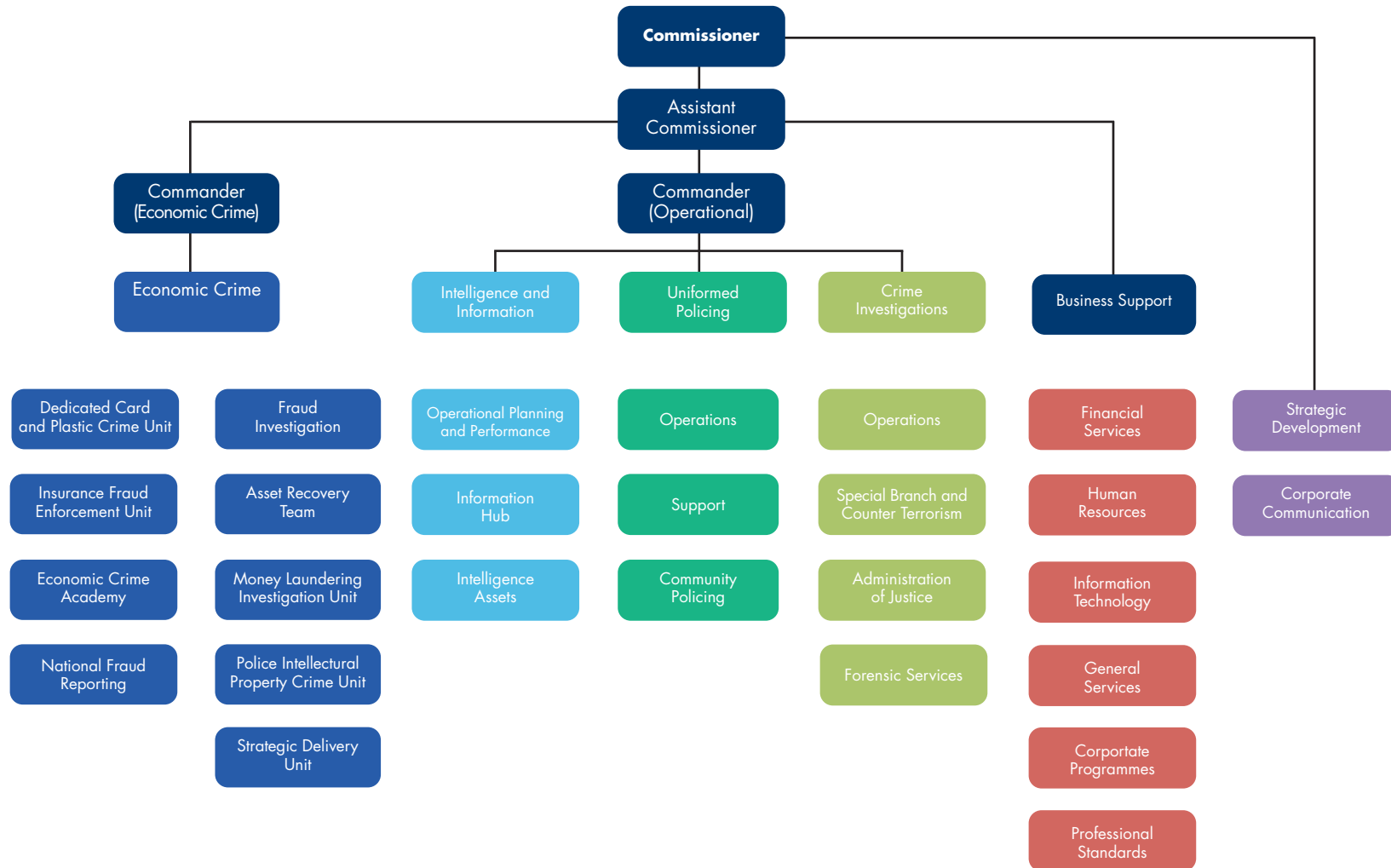
Fraud:

- The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided
- The level of City fraud crime, investigated by Economic Crime Directorate resulting in a positive action whether through offender disposal, prevention or disruption
- The value of fraud prevented through interventions
- The attrition rate of crimes reported to Action Fraud
- The level of complaints against Action Fraud
- The level of the National Lead Force's return on investment
- The percentage of victims of fraud satisfied with the Action Fraud reporting service

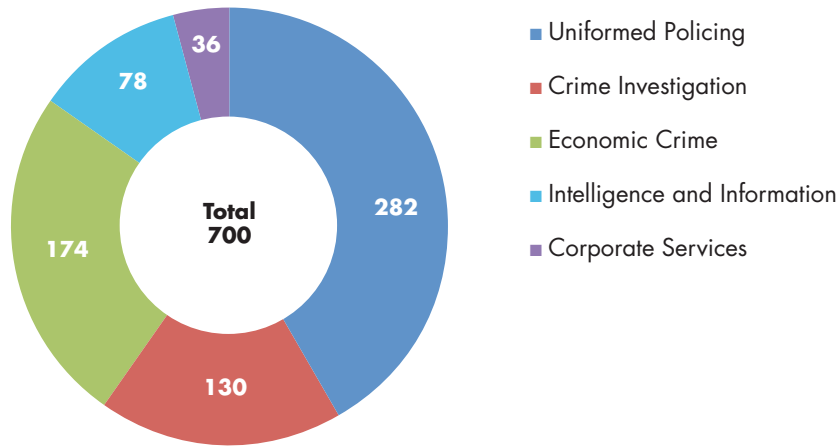
Satisfaction:

- The percentage of victims of crime satisfied with the service provided by the police
- The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

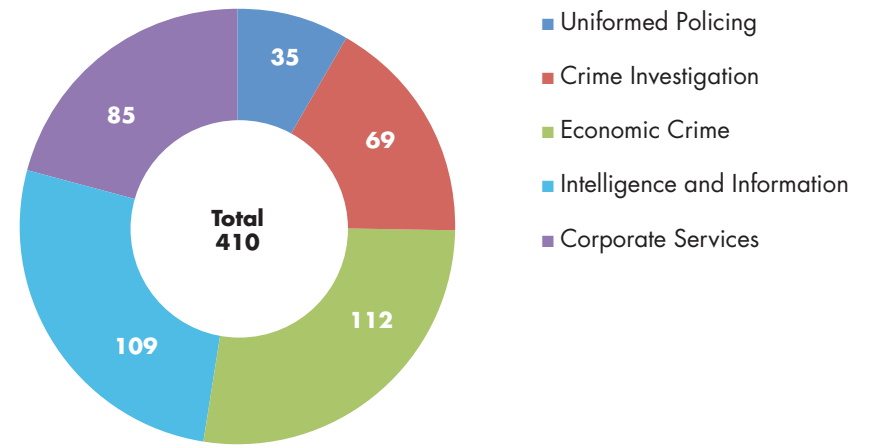
Performance against these measures will be reported quarterly to the Police Performance and Resources Sub Committee.



Police Officers



Police Support Staff



Performance 2015-16

Below is a high level summary of performance against the measures contained within this plan. Performance is reported in detail quarterly to the Police Performance and Resources Sub Committee.

Measure

Performance at 31 December 2015

1. The level of specific counter terrorism deployments that are completed

We have delivered all tasked counter terrorism deployments, which include targeted vehicle stops, entry point policing, armed foot patrols and targeted counter terrorism patrols.

2. The level of community confidence that the City of London is protected from terrorism

At the end of December, an average of 68% of respondents were confident that the City is protected from terrorism, compared to 89.3% of respondents who feel reassured by the work done by us to protect the City from terrorism.

3. The level of evidence-based education and enforcement activities supporting the City of London Corporation's casualty reduction target

We have consistently delivered all planned operations targeted at areas that experience the greatest volume of casualties, complemented by operations targeting taxi touting, poor bicycle use (referrals made to education programmes) and

4. The number of disposals (Traffic Offence Report, Fixed Penalty Notice or Summons) from manned enforcement activities

At the end of December we had issued 544 TORs, 224 FPNs and 22 summonses to people who had contravened the City's 20mph speed limit or used their mobile phones whilst driving.

5. The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed

At the end of December we recorded a 94.5% overall satisfaction rate of information provided to the community about large scale pre-planned events.

6. The level of victim-based violent crime

At the end of December we recorded a 22% increase in levels of victim based violent crime compared to the same point in 2014-15, this represents an additional 148 offences compared to the previous year. This rise is consistent with the national trend; however, we will continue to target this category of crime as a priority.

Measure

Performance at 31 December 2015

7. The level of victim-based acquisitive crime

At the end of December we recorded 2472 offences compared to 2472 offences at the same point last year, a reduction of -8.5%.

8. The level of antisocial behaviour incidents

At the end of December we recorded 172 fewer antisocial behaviour incidents than the previous year, 662 incidents compared to 834.

9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided

At the end of December we recorded a 78% satisfaction rate. This was a new measure and therefore there is no comparison for 2014-15.

10. The level of City Fraud Crime, investigated by ECD resulting in a positive action whether through offender disposal, prevention or disruption

At the end of December 16 cases had been finalised, all of which resulted in a positive outcome.

11. The value of fraud prevented through interventions

At the end of December we recorded preventing fraud valued at £286,917,644 compared to £278,137,374 at the same point the previous year.

12. The attrition rate of crimes reported to Action Fraud

At the end of December we recorded an attrition rate of 20.8% compared to 9.4% at the same point the previous year.

13. The level of complaints against Action Fraud

At the end of December 204 complaints had been recorded, of which 203 had been resolved. The level of complaints represents only 0.07% of reports made to Action Fraud.

14. The level of the National Lead Force's return on investment

At the end of December the return on investment stood at £61.76, compared to £60.33 at the same point the previous year.

15. The percentage of victims of fraud satisfied with the Action Fraud reporting service

Data not available past July 2015 due to the company providing the service ceasing to trade. The interim company cannot provide the information. At the end of July, the level of satisfaction was 91%.

Measure

16. The percentage of victims of crime satisfied with the service provided by the police

Performance at 31 December 2015

82.4% of victims of crime were satisfied with the service provided (data to the end of the second quarter, third quarter data not available to the date this plan was prepared).

17. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

80.2% of respondents stated the City of London Police are doing a good or excellent job.

www.cityoflondon.police.uk

101
Non emergency police number, in an emergency always dial 999

 Follow us on twitter @CityPolice

 Join us on Facebook City Community Cop

Public enquiries and reporting crime:

Bishopsgate Police Station

182 Bishopsgate, London, EC2M 4NP
Open 24 hours

Snow Hill Police Station

5 Snow Hill, London, EC1A 2DP
7.30am – 7.30pm Monday to Friday

Wood Street Police Station

37 Wood Street, London, EC2P 2NQ
7.30am – 7.30pm Monday to Friday

Headquarters (not open to the public)

City of London Police, Guildhall Yard East,
Guildhall Buildings, London, EC2V 5AE

Committee(s)	Dated:
Planning and Transportation Committee	23 February 2016 - Decision
Streets and Walkways Committee-For Information	04 April 2016 - Information
Police Committee	25 February 2016 - Information
Health and Wellbeing Committee-For Information	04 April 2016 - Information
Subject: Road Danger Reduction Plan 2016/17	Public
Report of: Director of the Department of Built Environment City of London Police Commissioner	For Decision/Information

Summary

This report considers progress in reducing road traffic casualties on City streets and sets out proposals for achieving further reductions in the year ahead. The report recognises that casualties will continue to happen on City Streets but also sets out that we have made significant progress since the turn of the century in reducing casualties through a combination of physical improvement to the built environment, award winning programmes of education, training and publicity(ETP) and effective traffic enforcement by City of London Police (COLP).

This report sets out a work plan for 2016/17 that strengthens the ETP programme and includes proposals to redesign street layouts to improve safety such as the redesign of Bank junction and the completion of the Aldgate project. The work plan reflects an important emphasis on 6 key action areas, namely:

- **Enforcement.**
Average City speeds still exceed 20MPH. We will work to deliver at least a further 1MPH reduction in average speeds. An average 1MPH speed reduction is estimated by the Department for Transport to deliver a 6% reduction in casualties. Work will also be done to further enforce the ban against vehicles over 7.5 tonnes entering the City without a City destination. COLP will continue to deliver an evidenced based approach to policing and in particular look to deliver enforcement at high harm locations.
- **Engineering**
We will complete a review of 5 of the worst junctions in the City. Appendix 5 shows a map, based on TfL research, showing the City's most dangerous

junctions based on 2012-14 data. Of the 11 nodes marked with red dots 6 have already been improved or are in the process of improvement. It is therefore proposed to examine the remaining 5. The most dangerous junctions in the City have already been addressed e.g. Holborn or are being addressed e.g. Bank. Therefore the number of casualty reductions that will be delivered at each of these junctions, whilst clearly of overall benefit, is likely to be small. This reflects the fact that there are no more major 'blackspots' in the City that remain to be addressed on that part of the road network for which the City, rather than TfL, is responsible.

- **Business engagement and behavioural change.**
We propose to work with the Institute of Human Resource Directors to better promote road safety with City businesses and encourage them to actively promote Road Danger Reduction within their own organisations. We also propose to explore with businesses how a cycle safety accreditation scheme might be introduced linked to staff only being permitted to use cycle parking spaces if they are accredited.
- **Reviewing and learning from the successes of others**
This would include visits to central London Boroughs and TfL
- **Reviewing staff location**
Assessing whether the CoLP and City Corporation road safety staff should be colocated. This may build on the joint work planning currently being put in place and an assessment of the business case behind such a proposal will be evaluated in 2016/17.
- **Strengthened working with TfL and the Greater London authority**
Officers will seek to strengthen the current Road Danger Reduction Partnership with more senior level TfL representation and, given that approximately 50% of City casualties are on TfL roads, strengthen political links at a senior level with the Greater London Authority.

Recommendation(s)

Planning and Transportation Committee is requested to note this report and agree the Road Danger Reduction Programme at Appendix 1.

Streets and Walkways, Police and Health and Wellbeing Committees are requested to note the report.

Main Report

Background

1. The City Corporation has agreed clear targets for reducing casualties on its streets. These are set out in the City of London Local Implementation Plan (LIP)

2011 and the targets are designed to be consistent with the Mayor of London's Transport Policy.

2. The current targets require the Corporation:
 - to reduce the total number of persons injured in road traffic collisions to 30% below the 2004–2008 annual average by 2020, i.e., to a three-year rolling average of 258.0 casualties per annum by 2020.
 - to reduce the number of persons killed or seriously injured in road traffic collisions to 50% below the 2004–2008 annual average by 2020, i.e., to a three-year rolling average of 24.7 casualties per annum by 2020.
3. To put these figures into context the respective three year rolling average figures using data from 2012-2014 is a total of 386 casualties per annum and 58 KSI (Killed or Seriously Injured) per annum. This demonstrates that despite the Corporation delivering a comprehensive programme of Road Danger Reduction activities it looks likely that we will miss our targets. Therefore we need to not only maintain our current work programmes but also introduce further effective measures.
4. The City has invested in road danger reduction for many years. The City has successfully introduced a 20MPH speed limit delivering greater average speed reduction than originally predicted, and has also delivered a wide range of engineering measures such as:
 - Junction redesign – e.g. Holborn (winner of the London Planning Awards 'Best New Public Space' 2016)
 - Introduction of our award winning contraflow cycling lanes scheme to move cyclist away from more trafficked streets
 - A programme of courtesy crossings to slow traffic at pedestrian crossing points
 - Highway redesign e.g. Cheapside
5. In addition to engineering solutions we have maintained an innovative and highly respected Education, Publicity and Training programme. This programme includes visiting businesses to raise awareness of road safety issues with their staff as well as visits to schools and community groups.
6. City Police have also been active in both enforcement and educational activities.
7. In April 2015 Transport for London provided additional funding to the CoLP to create the CoLP Commercial Vehicle Unit (CVU) to address risks on the roads in the City of London caused by LGV's and Operators. The deployments of the CVU are intelligence lead and taskings from the Freight Compliance Unit are monthly and target the highest risk operators and there have been notable successes against these operators.
8. Since then the team have stopped 1226 vehicles, issued 550 Fixed Penalty notices and fines worth £56,550. Of all the vehicles stopped only 424 were

encounters where no offences were disclosed. This provides a non-compliant rate for LGVs in the City of London of 65% which creates a risk for other road users. Police officers work very closely with colleagues from the Driver and Vehicle Services Agency (DVSA) to ensure that the full range of sanctions is available with which to deal with vehicles and drivers encountered.

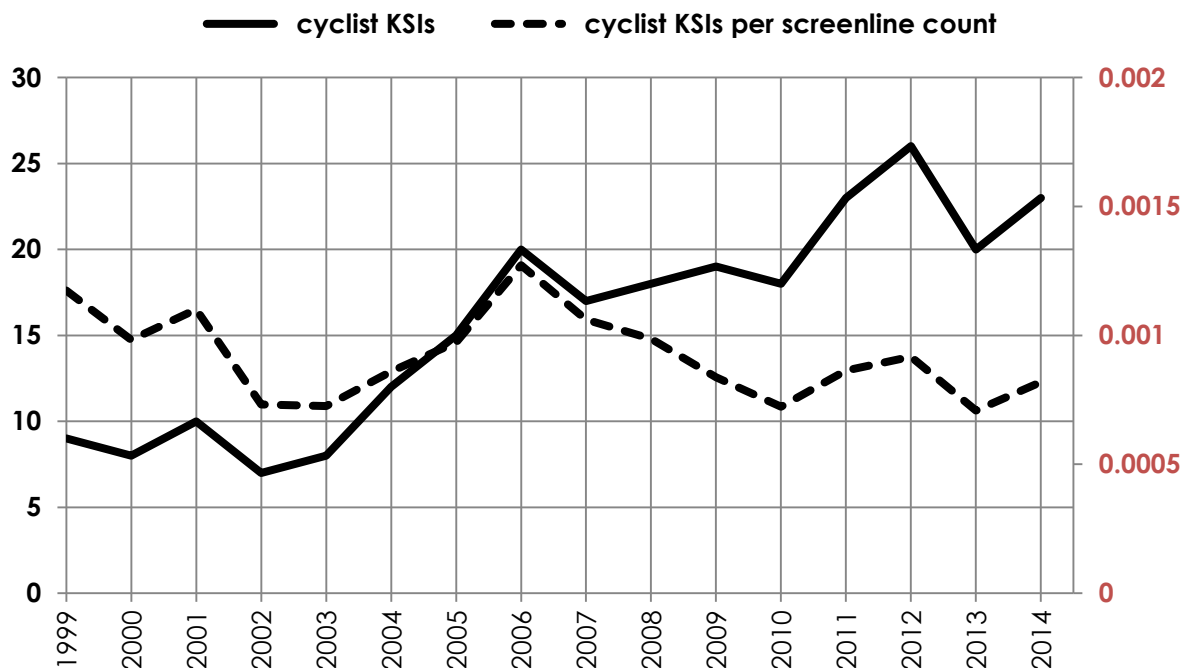
9. The CoLP continues to actively and regularly enforce the 20 mph speed limit, the only Force in London to do so. The past 12 months have seen 749 drivers stopped for speeding. The number of high end speeding offenders (those issued with either an Endorsable FPN or a summons for travelling over 31mph) reduced from 48% (Oct – Dec 14) to 32% (Oct – Dec 2015) of the overall total. This suggests that although speeding is still an issue, the overall speed of vehicles that do not comply with the speed limit has reduced.
10. These programmes have seen casualties reduce from 458 at the turn of the century to 390 in 2014. However, these figures mask the fact that in recent years casualty reductions have not fallen as quickly as anticipated and at current projections, we will not meet our LIP targets.
11. Considering the City in the context of London as a whole, the most recently available data sets out that, within greater London there was a 13% increase in total casualties between 2013 and 2014. The figure for Inner London is 11% and for the City 13%. The City mirrors the general trend although significantly better than neighbouring authorities such as Tower Hamlets, Camden and Hackney whose reported increases are 20%, 20% and 15% respectively.
12. However whilst total casualties have increased across London the situation is different for the more serious KSIs (Killed and seriously injured). For example whereas in 2014 the City experienced an 11.3% increase in KSIs against its 2004-8 baseline many other authorities delivered significant improvements. Some of these being as high as a 60% reduction. It is therefore proposed to liaise closely with those authorities that are both successful and include areas that broadly mirror the City's streetscape to see what lessons might be learnt.
13. In considering casualties it is important to be aware of the current profile of casualties by mode. See table below:-

Year	2010	2011	2012	2013	2014
Fatal					
Pedestrian	1	0	2	0	1
Cyclists	0	0	1	1	3
Other Road Users	0	0	0	0	0
Total Fatal	1	0	3	1	4
Serious					

Pedestrian	17	12	17	22	18
Cyclists	18	23	25	19	20
Other Road Users	5	14	13	18	13
Total Serious	40	49	55	59	51
Slight					
Pedestrian	95	86	83	70	95
Cyclists	109	126	124	106	116
Other Road Users	135	148	158	109	124
Total Slight	339	360	365	285	335
Grand Total	380	409	423	345	390

14. The above table needs to be seen in the context of the dramatic rise in cyclist numbers over recent years. The City counts the number of cyclists entering the City at the same 12 screening points annually. This data, whilst not representing the total number of cyclists, provides a reliable reference for cycling volume growth. The table below indicates the trend in KSIs over recent years. The data in the table is derived from taking cyclist KSIs per annum divided by the total cyclists passing the screening points. It can be seen that whereas the total cycling KSIs have shown a significant increase over the term the KSI rate has broadly begun to plateau. i.e. there has actually been an overall drop in casualty rate for cyclists since 2006.

Cyclist KSIs 1999-2014



15. Whilst the casualty rate is an important consideration the Mayor's target, and the City's, are absolute numbers. Therefore if we are to achieve the challenging targets set we must adopt a different, more innovative and radical approach.
16. One such radical approach has been the introduction of a 20MPH speed limit. However, this alone has not delivered the necessary reduction in casualties. Whilst 20MPH has resulted in average speeds reducing by a little more than expected, the anticipated reduction in casualties has not been achieved, perhaps masked by increased cyclist and pedestrian numbers.
17. In June 2015 a further tragic cyclist death, this time at Bank Junction, resulted in a further review of our road danger reduction activities. It was recognised that further radical action was needed to reduce casualties in the City. As a result a new experimental scheme for delivery at the end of 2016 is being developed for Bank Junction in advance of the longer term scheme which is scheduled for decision and, if agreed, builds in 2018. In addition the proposed 2016/17 Road Danger Reduction Programme (see Appendix 1) introduces several new areas of focus which are discussed in more detail later in this report.

Current position

TfL research

18. TfL have invested heavily over recent years in seeking to analyse and advise in relation to road danger reduction. In October 2015 they published a paper '

Safe London Streets: Our Approach' in which they identified the 5 main sources of road danger as;

- Travelling too fast
- Becoming distracted
- Undertaking risky manoeuvres
- Driving under the influence of alcohol or drugs
- Failing to comply with the laws of the roads

19. In partnership with the CoL Police it is proposed all of these issues will be addressed through the 2016/17 Road Danger Reduction Action Plan. Even though it might be felt that the City is atypical in terms of speed being a major source of City accidents officers believe that if a further move towards compliance with the City's 20MPH speed limit could be achieved then there would be a further reduction in casualties. The Department of Transport guidance suggests that a 6% casualty reduction is deliverable for every 1MPH average speed reduction and this is something it is specifically proposed to address in the 2016/17 programme.
20. TfL has also been active in installing N/S and E/W Cycle Super Highways (CSH) across the City on their roads. Whilst officers have not been able to confirm TfL's anticipated casualty reductions through this initiative it is hoped this will deliver a significant reduction in casualties on their network.
21. Currently approximately 50% of City casualties occur on the TfL's network and even with casualty reductions that may be delivered through the CSH officers consider it essential that we engage fully at a senior level at TfL and similarly at a senior political level at the Greater London Authority (GLA) and developing both these relationships is included in next year RDR action plan.
22. TfL have also been working to establish a risk rating for each London local authority which when assessed with the total number of casualties provides them with a good indication of where they should prioritise their drive for achieving reduced road danger. The 2 diagrams at Appendix 3 set out the thinking behind their approach and also show where each London authority is placed on their grid. It will be noted that in terms of the KSI table the City of London has both relatively low KSI casualty numbers and a relatively low risk rate in relation to KSIs. The diagrams suggest the City is a relatively safe place in terms of likelihood of experiencing a serious casualty. The implication of this could be that securing senior TfL partnership support may prove more challenging as they may consider their priorities to be elsewhere.

The 2016/17 Road Danger Reduction Programme

Education, Training and Publicity (ETP) (see Appendix 2)

23. Whilst it is often not possible to fully and objectively assess its effectiveness, the ETP programme is considered an important element in helping reduce casualties, for example in addressing 'inattention' which accident investigations and TfL suggest is a major cause of accidents on City streets. Therefore it is proposed to retain an active ETP programme in the 2016/17 however a greater

focus will be given to where we run our events and how they are structured to make them higher profile and increase public engagement.

24. It is also proposed to explore working more closely with businesses to encourage them to either commission our training for their staff or cascade such training and associated messaging directly down through their own organisations. The aim is to communicate a strong safety message to all City workers.

Engineering

Bank Junction

25. The main project seeks to address the following objectives whilst maintaining and /or improving traffic flow across the City:-
 - Reduction in casualties
 - Reduced pedestrian crowding levels
 - Improved air quality
 - Improved perception of place as a place to spend time in rather than pass through.
26. The project has been approved at Gateway 3 but will not reach Gateway 5 until 2018. If approved build is unlikely to complete before 2020. In the meantime, an experimental scheme has approval at Gateway 2 to be developed in parallel. This would deliver the majority of the above objectives and is based upon restricting motorised vehicle movement through all or part of the junction during the working day to buses and/possibly Taxis. If approved this scheme could be delivered in late 2016 and would deliver an estimated 60% casualty reduction at the junction (i.e. save say 15 casualties per annum).
27. TfL has published a map showing the comparative road danger of all City streets based on 2012-14 data (Appendix 4). All junctions (nodes) and joining streets (links) have been given a Red, Amber, Green status. The map seeks to identify the most dangerous nodes and links by comparing 2012-14 casualty data at each location and, based on this information, attributing the appropriate colour based on the statistically derived evidence of risk with Red being the greatest risk and Green the lowest. On the map the squares and thicker lines denote TfL network and the spots and thinner lines the City's network.
28. Of the 11 Red spots, denoting the most dangerous junctions on the City's network the City has already improved or is in the process of improving 6. These include the major projects at Holborn, Aldgate and Bank Junction. Analysis of the remaining 5 suggests that improving each is likely to deliver a casualty reduction of less than 6 at each location. This emphasises that officers have addressed, or are addressing, the major accident 'hotspots'. Nevertheless it is proposed to review the remaining 5 junctions to see if further improvements are viable.

The Road Danger Reduction Partnership and joint working

29. For many years, CoL and COLP staff has supported each other in the delivery of road danger reduction work programmes. An officer Road Danger Reduction Partnership was formed in 2013, which included Senior Fire Authority, City Police and CoL Officers as well as representatives from Crossrail, TfL and the GLA. The partnership is seeking to deliver a fully integrated programme of measures for 2016/2017 (see Appendix 1)
30. Given the level of casualties on the TfL network within the City it is important that TfL play a full and effective role within the partnership. This will be a particular area for review as will improving liaison with the Greater London authority at a senior political level.
31. In addition to the Partnership, work to assess the business case behind establishing a jointly located City Police and City Corporation Road Safety/Safer Transportation Group is moving toward conclusion. It is envisaged this work will conclude before Easter 2016.

Safer Driving in City Contracts

32. There has been some delay whilst TfL have been considering the legality of including requirements in relation to work related road risk in contract procurement. Wording has now been received which would require bidders to have specific regard to Work Related Road Risk and this is currently being considered by the City Procurement team. It is hoped to have this in place by the end of April 2016.

Effective Communication Strategy

33. A draft communication plan has been prepared and is to be further developed by the Corporation's Director of Communications. It is envisaged this will be in place for the start of the 2017/17 year. In the meantime, monthly email alerts are being issued in addition to a weekly twitter feed promoting the Corporation's Road Safety Activities.

Service restructuring

34. To drive the service forward a new management post has been agreed. This post will lead a newly formed 'Road Safety and Behavioural Change' team. The new post will have the level of seniority and possess the necessary skills needed to build strong partnership approaches with TfL, the City of London Police and City businesses aimed at driving down road danger. The new post will also have a particular focus on intelligence led decision making with accident data and trend analysis being a significant part of the role. The post holder will also be specifically tasked with exploring how behavioural change (

particularly concerning pedestrian and cyclist inattention) might be better addressed in future work programmes.

Enforcement

35. The 2016/17 plan sets out enforcement proposals in a range of areas. Enforcement activity for CoLP officers is tasked on monthly basis. The CoLP will engage in the DfT and NPCC pre planned national enforcement campaigns and deployments will be intelligence lead to ensure that relevant activities and locations are focussed upon.
36. Alcohol and drug abuse (whilst driving) will remain a key work programme as will HGV safety enforcement. Two areas where it is hoped enforcement will deliver new and/or additional benefits are reducing average speed in the City further toward 20MPH and enforcement of the ban against vehicles over 7.5 tonnes entering the City without a City destination.
37. Enforcement of the City's ban on vehicles over 7.5 tonnes entering the City unless they have a City destination has already commenced. Warning letters have been issued in relation to 10 offences reported by City Police prior to December 2015. From January 2016 Penalty Charge Notices will be issued to those reoffending after having received a formal warning letter.

Conclusion

38. The City has challenging casualty reduction targets, which will not be met without new and more radical interventions and in particular it should be noted that there are no real casualty hotspots on the City's network that have not been or are not being improved.
39. As a consequence this report sets out a work plan for 2016/17 that retains a significant ETP programme and a number of engineering measures but which also includes an important new emphasis in 6 key areas, namely:

Enforcement

- Average City speeds still exceed 20MPH. A further average 1MPH speed reduction is estimated to deliver a 6% reduction in casualties. Work will also be done to further enforce the ban against vehicles over 7.5 tonnes entering the City without a City destination

Engineering

- An engineering review of the worst junctions in the City. Appendix 1 shows a map with the City's most dangerous junctions based on 2012-14 data. Of the 11 nodes marked red 6 have been improved or are in the process of improvement. It is therefore proposed to examine the remaining 5. The most dangerous junctions in the City have been addressed e.g. Holborn or are being addressed e.g. Bank. Therefore the number of casualty reductions that will be delivered at each of these junctions, whilst clearly of overall benefit, is likely to be small. This reflects the fact that there are no more major 'blackspots' in the City that remain to be addressed.

Business engagement and Behavioural change

- We propose to work with the institute of Human Resources Directors to better promote road safety. We also propose to explore with businesses how a cycle safety accreditation scheme might be introduced linked to staff only being permitted to use cycle parking spaces if accredited.

Reviewing and learning from the successes of others

- This would include visits to central London Boroughs and TfL

Reviewing staff location and strengthening joint working

- Assessing whether the CoLP and City Corporation road safety staff should be collocated. This could build on the joint workplan being put in place for 2016/17.

Strengthened working with TfL and the Greater London authority

- Strengthen the current road Danger Reduction Partnership with more senior level TfL representation and given that approximately 50% of City casualties are on TfL roads strengthen political links at a senior level with the Greater London Authority

40. A wide range of measures are now being developed in an attempt to reduce the number and severity of casualties in City streets.
41. Whilst educating and training both City workers and residents will remain a key strand of the Corporation's drive to reduce road danger it is recognised that intelligence led decision making must increasingly drive the work programme.
42. The road danger reduction programme must be effectively communicated such that not only is the City taking effective RDR measures but it is seen to be taking these measures with the intention of becoming a beacon of excellence for others in London to follow.

Appendices

- Appendix 1 – Road Danger Reduction Programme - Updated Schedule
- Appendix 2 – Education, Training and Publicity Programme
- Appendix 3 – TfL Risk Matrices
- Appendix 4 – TFL Priority Links and Nodes Map

Background Papers

None

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Road Danger Reduction Programme

1	Education and Enforcement programme to achieve further 1MPH reduction in average speed	Safer People	Ongoing
2	Implement Safety Major Schemes Aldgate Highways works completed Completion of Bank experimental scheme	Safer Streets	May 2016 Jan 2017
3	Review 5 most dangerous City junctions and encourage TfL to review casualties on their streets	Safer Streets	2016/2017
4	Continue with ETP programme but develop the business engagement element (see Appendix 2 for detail)	Safer People	2016/17
5	Meet with TfL and three of London's highest performers in KSI reduction to explore opportunities for adopting new work streams.	Safer Streets and People	Sept 2016
6	Review staff location and strengthen joint working with City Police	Safer Streets and People	June 2016
7	Strengthen working with TfL and the GLA	Safer Streets and People	Sept 2016
8	Cycling Complete City's first Cycle Quietway route to move cyclists away from higher risk streets. Commence Build Complete	Safer Streets (Cycling)	June 2016 Dec 2016
9	Support TfL in delivery North/South and East/West Cycle Super Highways. This delivers physical separation from general traffic for cyclists. Completion of works (excluding local revisions eg Trinity Sq revisions) Completion of revision elements	Safer Streets (Cycling)	April 2016 Nov 2016
10	Engineering Improvement – Major Projects Completion of Aldgate Project. Highways Changes Completed Square and Cycleway Completed	Safer Streets	May 2016 March 2017

11	<p>Experimental Scheme at Bank Junction to Improve Safety Gateway 5 decision</p> <p>Completion</p> <p>Long Term Bank Junction Safety Improvement Gateway 4 detailed option approval</p>	Safer Streets	<p>Oct 2016</p> <p>Jan 2017</p>
12	<p>Minor Engineering Schemes Newgate Street/Warwick Lane Poultry. Complete Improvement Scheme</p> <p>Smithfield. East Poultry traffic calming. Scheme completion</p>	Safer Streets	<p>Oct 2016</p> <p>Nov 2016</p>
13	<p>Enforcement Review effectiveness of 20MPH speed limit Committee Report Due</p> <p>Enforcement of ban on vehicles – 7.5 tonne or larger entering City without a City destination</p> <p>City vehicle safety audit to ensure all City fleet operating in square mile are compliant.</p> <p>Roll out and enforcement of City Staff driver safety policy and procedures.</p> <ul style="list-style-type: none"> • Staff Briefings Completed • Quarterly Audits Commenced 	Safer Streets	<p>January 2017</p> <p>April 2016 (ongoing)</p> <p>Sept 2016</p> <p>May 2016 July 2016</p>
14	<p>General Produce 2017/2018 Joint City Corporation and Police RDRP for agreement by Planning Committee</p> <p>Walking Survey</p> <p>Review adequacy of STATS 19 form</p>	Safer Streets Safer People	<p>Feb 2017</p> <p>June 2016</p> <p>May 2016</p>

Education, Training and Publicity Programme - Department of the Built Environment in partnership with City of London Police.

Draft 2016/17 Programme

Notes:

1. DBE - RST is City Corporation, Department of Built Environment Road Safety Team
2. CoL Police is the City of London Police – various divisions and teams
3. Lead may be joint between the Road Safety Team and Police and mutually supportive
4. Some activities are delivered by Police under ‘business as usual’, then a campaign when intelligence indicates requirement. For example cycle lights enforcement in October and November each year
5. TISPOL is the European Traffic Police Network
6. ACPO is the Association of Chief Police Officers (UK) [ACPO no longer exists this work is now being done by National Police Chiefs’ Council (NPCC)]

Generic Monthly Schedule

Activity	Period	Lead	Stakeholder/ Location
Operation Atrium	Each month. Typically educate/promote for 2 weeks beforehand	CoL Police	DBE - RST
Exchanging Places	2 each month	CoL Police	London Fire brigade, DBE - RST
Highways Monitoring	Through each month	DBE - RST	Actions by CoL, DBE and Police
National TISPOL and ACPO Campaigns Detail below -	Through the year. Eg: seatbelt, speeding, Carriage of Dangerous Goods, HGV Ops, Coach & tourist ops, summer & winter drink drive campaigns.	CoL Police and some by DBE - RST	
Safety Audits	TBA – most weeks, varies	DBE - RST	
Business Exhibitions	TBA – typically each month	DBE - RST	

Medium Term Activities

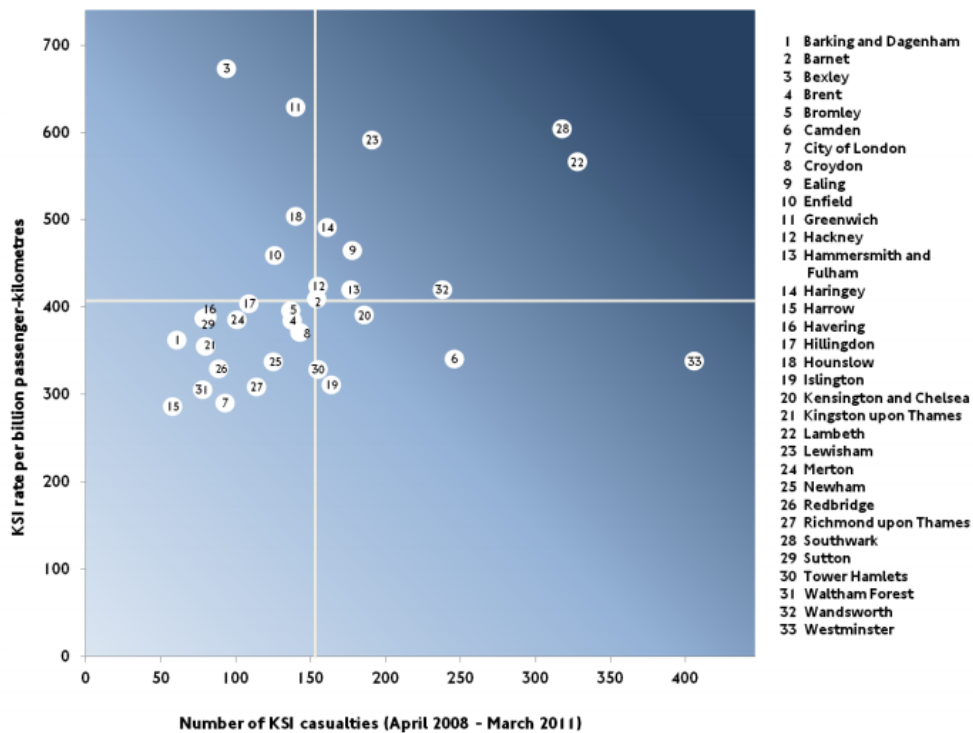
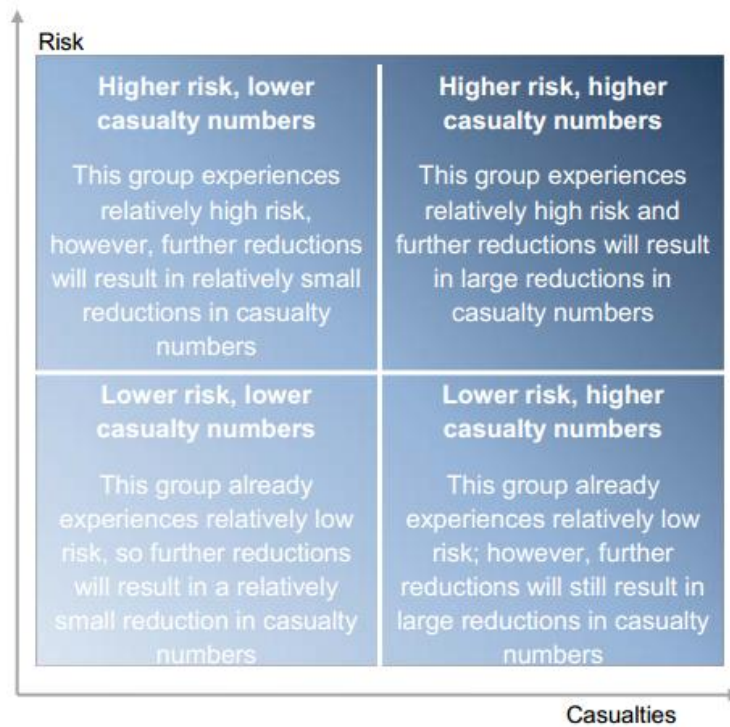
Activity	Period	Lead	Stakeholder/ Location
City Cycle Forum – user group meeting	TBA	DBE - RST	User Groups meet CoL, CoL Police
Safer City Partnership meeting	As scheduled	DBE - RST and CoL Police	
Capital City Cycle Safe Campaign	Each month – complements Operation Atrium inc cycle and vehicle driver behaviour	CoL Police	DBE - RST
Bikability Cycle Training for children and adults	All year subject to demand	DBE - RST	
Tourist Cycle and Pedestrian Campaign. Includes Op Coachman and Op Tourist	Ongoing HGV checking complemented by Mar, Jul for Coachman and Tourist resp.	CoL Police	DBE - RST
Operation Mermaid (condition and hours worked compliance)	May, Jul, Oct	CoL Police	
Operation Giant (licencing and insurance compliance)	Each month - 3 per month	CoL Police	
Bike Safe – bike registering	Aug (tbc)	CoL Police	
Bus and Trucks - TISPOL	Jul, Oct	CoL Police	
Speed Campaign – TISPOL	Apr and Aug	CoL Police	
Seatbelts - TISPOL	Mar and Sep	CoL Police	
Drink/Drug drive ACPO and TISPOL	ACPO-Jun (through month), Dec (through month). TISPOL-Jun (1week) and Dec (1 week)	CoL Police	
Carrying Dangerous Goods – ACPO campaign	Apr, Sep, Nov	CoL Police	

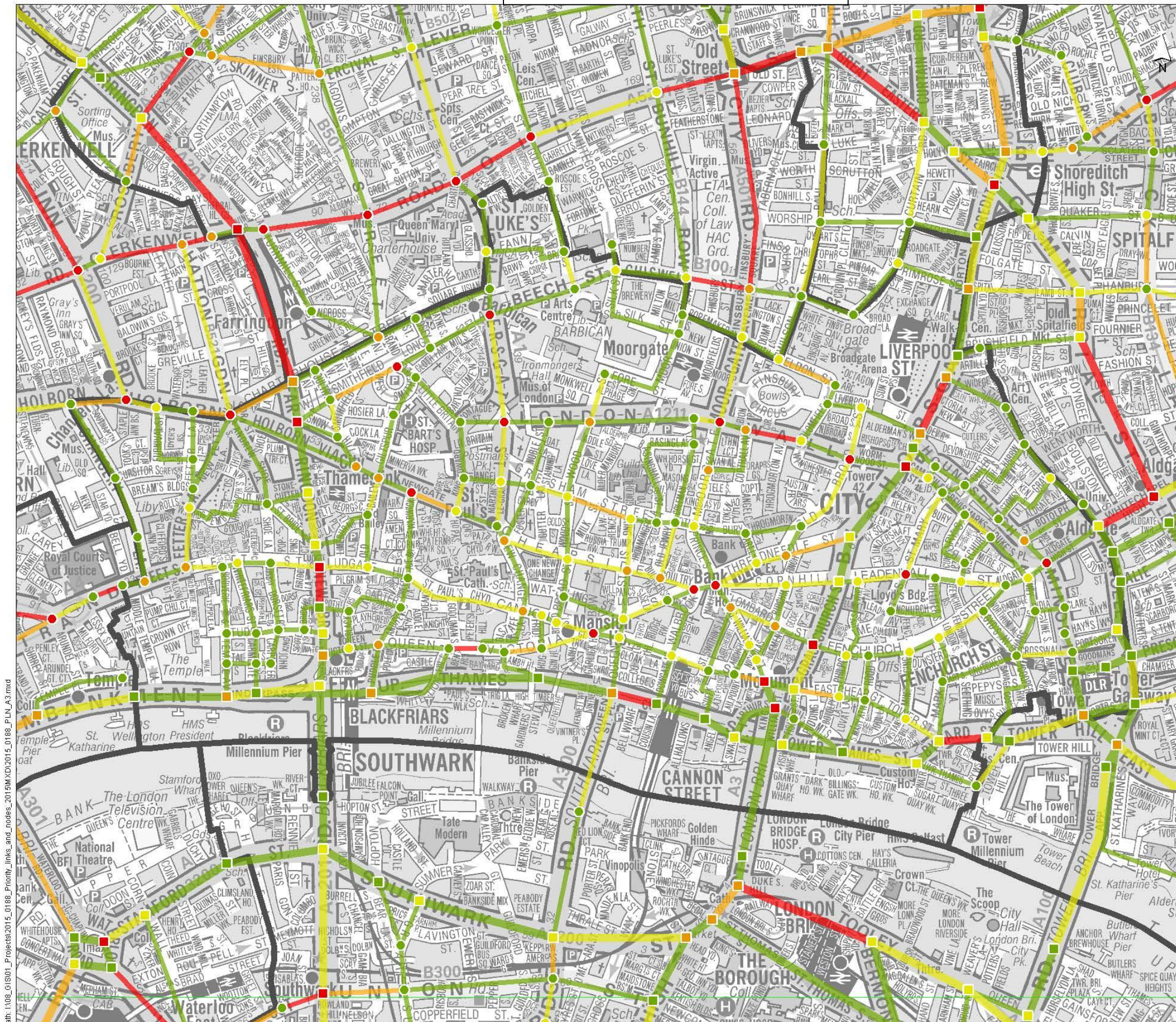
'Happy Feet' Pedestrian Training	Jan (4days), Feb (8days)	DBE - RST	Sir John Cass, Charterhouse Square, St Pauls School
Highways/ Streetworks training	TBA	DBE - RST	
Bus Backs campaign	Aug	DBE - RST	
Railway Station Pedestrian Campaign	Oct (through month), Dec (through month)	DBE - RST	CoL Police support on occasions

Activity	Period	Lead	Stakeholder/ Location
London Marathon	Apr	DBE - RST	CoL Police
Adult Learners Fayre	May	DBE - RST	
Hampstead Heath safety day	May, Oct	DBE - RST	Hampstead Heath Users
Road safety day, City of London school for Girls	June	DBE - RST	CoL Police
National Bike Week	June	DBE - RST	CoL Police
CAPT Child Safety Week	June	DBE - RST	CoL Police
Road danger reduction day	June	DBE - RST	CoL Police
Cycle Hire Safety	Jun, Aug	DBE - RST	
Children's Safety Day (Wood Street)	Jun	DBE - RST	CoL Police
St Paul's Summer Fete	Jul	DBE - RST	CoL Police, LFB
Barbican Residents Safer Cycle Sunday	July	DBE - RST	CoL Police
St Paul's road danger reduction day	July	DBE - RST	CoL Police
Be Safe Week	Aug	DBE - RST	London Transport Museum, TfL
Bus Backs Campaign	Aug	DBE - RST	
Prudential Ride London	Aug	DBE - RST	CoL Police
Back to School Pedestrian Campaign	Sept (two weeks)	DBE - RST	CoL Police
City Life Family Festival	Sept	DBE - RST	CoL Police
Lord Mayor's Show	Nov (one day)	DBE - RST	CoL Police

Car Cutting Safe Driving Event	Nov, Dec	LFB	CoL Police, DBE - RST
BRAKE (Road Safety week)	Nov	DBE - RST	CoL Police

Appendix 3

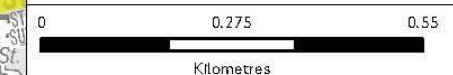




- Nodes**
- Highway Authority, Priority Score**
- TLRN, 1: Priority 1 Sites with the highest number of collisions when compared to the average, > two standard deviations
 - Borough, 1
 - TLRN, 2: Priority 2 - Sites with collision rates above the average > first and < second standard deviation
 - Borough, 2
 - TLRN, 3: Priority 3 - Sites with collision rates slightly above the average > mean and < first standard deviation
 - Borough, 3
 - TLRN, 0: Priority 0 Sites below mean
 - Borough, 0
- Links**
- Highway Authority, Priority Score**
- TLRN, 1: Priority 1 - Sites with the highest collision rate when compared to the average, > two standard deviations
 - Borough, 1
 - Highway Agency, 1
 - TLRN, 2: Priority 2 - Sites with collision rates above the average > first and < second standard deviation
 - Borough, 2
 - TLRN, 3: Priority 3 - Sites with collision rates slightly above the average > mean and < first standard deviation
 - Borough, 3
 - Highway Agency, 3
 - TLRN, 0: Priority 0 Sites below mean
 - Borough, 0
 - Highway Agency, 0
- Borough boundary

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Drawn KOS	Checked -----	Date Period 2012 - 2014
Scale 1:9,590	Date 12/1/2015	Status Draft
Drawing No. 2015_0188_PLN_A3	Rev. 1	

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