



Police Committee

Date: THURSDAY, 3 NOVEMBER 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Douglas Barrow (Chairman)	Alderman Ian Luder Helen Marshall
Deputy Henry Pollard (Deputy Chairman)	Deputy Richard Regan Lucy Sandford
Nicholas Bensted-Smith	Deputy James Thomson
Mark Boleat	Vacancy
Simon Duckworth	
Alderman Alison Gowman	
Christopher Hayward	

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Lunch will be served in Guildhall Club at 1.00PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on

a) **Police Committee - 22 September 2016 (Pages 1 - 8)**

To agree the public minutes and summary of the meeting held on 22 September 2016.

For Decision

b) **Performance & Resource Management Sub-Committee - 7 September 2016 (Pages 9 - 12)**

To receive the draft public minutes of the meeting held on 7 September 2016.

For Information

c) **Police Professional Standards & Integrity Sub-Committee - 23 September 2016 (Pages 13 - 16)**

To receive the draft public minutes of the meeting held on 23 September 2016.

For Information

4. **OUTSTANDING REFERENCES**

Report of the Town Clerk

For Information

(Pages 17 - 18)

5. **POLICING THE CITY BRIDGES - BUSINESS REQUIREMENT**

Report of the Commissioner.

For Decision

(Pages 19 - 36)

6. **DRAFT CORPORATE COMMUNICATION STRATEGY**

Report of the Commissioner

For Information

(Pages 37 - 72)

7. **HMIC RECOMMENDATIONS- STOP AND SEARCH POWERS 2 UPDATE**

Report of the Commissioner

For Information

(Pages 73 - 82)

8. **2016/17 BUDGET MONITORING REPORT FOR THE PERIOD ENDING SEPTEMBER 2016**

Joint report of the Chamberlain and Commissioner.

For Information

(Pages 83 - 88)

9. **UNINSURED RISK IN COLLABORATION AGREEMENTS**

Report of the Chamberlain.

For Information

(Pages 89 - 94)

10. **SPECIAL INTEREST AREA UPDATES**

To receive any updates from SIA Leads.

For Information

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

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

13. **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

14. **NON-PUBLIC MINUTES**

a) **Police Committee - 22 September 2016 (Pages 95 - 100)**

To agree the non-public minutes of the meeting held on 22 September 2016.

For Decision

b) **Performance & Resource Management Sub-Committee - 7 September 2016 (Pages 101 - 102)**

To receive the draft non-public minutes of the meeting held on 7 September 2016.

For Information

- c) **Police Professional Standards & Integrity Sub-Committee - 23 September 2016 (Pages 103 - 106)**

To receive the draft non-public minutes of the meeting held on 23 September 2016.

For Information

15. **PROJECT GRIFFIN TRADEMARK LICENSE AGREEMENT WITH MOPAC**
Report of the Commissioner

For Decision
(Pages 107 - 124)

16. **CITY OF LONDON POLICE CHANGE PROGRAMME**
Report of the Commissioner

For Information
(Pages 125 - 128)

17. **COMMISSIONER'S UPDATES**
Commissioner to be heard.

For Information

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

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

POLICE COMMITTEE

Thursday, 22 September 2016

Minutes of the meeting of the Police Committee held at the Guildhall EC2 at 10.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)	Christopher Hayward
Deputy Henry Pollard (Deputy Chairman)	Deputy Richard Regan
Nicholas Bensted-Smith	Lucy Sandford
Mark Boleat	Deputy James Thomson
Alderman Alison Gowman	

Officers:

Amanda Thompson	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Oliver Bolton	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Ian Dyson	-	Commissioner, City of London Police
Alistair Sutherland	-	Assistant Commissioner, City of London Police
Hayley Williams	-	Chief of Staff, City of London Police
Richard Jeffrey	-	Comptroller and City Solicitor's Department
Deborah Cluett	-	Comptroller and City Solicitor's Department
Steven Bage	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Paul Double	-	City Remembrancer
Iain Simmons	-	Department of the Built Environment

1. APOLOGIES

Apologies for absence were received from Simon Duckworth, Alderman Ian Luder and Helen Marshall.

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

There were no declarations.

3. MINUTES

3.1 Police Committee - 30 June 2016

RESOLVED – That the minutes of the 30 June be approved as a correct record.

The Committee noted that the City of London Police Museum was due to open on 24 October 2016.

3.2 Police Professional Standards & Integrity - 3 June 2016

RESOLVED – That the minutes of the 3 June be received.

3.3 Economic Crime Board - 22 July 2016

RESOLVED – That the minutes of the 22 July be received.

4. OUTSTANDING REFERENCES

RESOLVED – That the list of Outstanding Reference be noted and updated.

5. RESOLUTIONS FROM FINANCE COMMITTEE

RESOLVED – That the resolutions of the Finance Committee's 'Review of the Sub-Committees' be noted.

6. POLICING OF THE BRIDGES

In response to a question concerning the policing of the bridges raised by a Member at the previous meeting, the Committee received a legal opinion from the Remembrancer.

The opinion concluded that the position, in respect of Tower Bridge and the Millennium Bridge, might be distinguished from other City bridges as, for those two bridges, the City, as Trustee, had an ability to fund as distinct from an obligation to fund in reference of the other bridges. The Commissioner confirmed next steps and undertook to bring a report detailing the business requirement to the next Committee

RESOLVED – That the update be noted.

7. STANDARD ITEMS ON THE SPECIAL INTEREST AREA SCHEME

7.1 Equality Diversity and Human Rights (EDHR) Update

The Committee received the quarterly update on Equality and Inclusion related activities conducted by the CoLP since the previous report in April 2016.

A Member commented on the success of the City Eid dinner, which was now in its fourth year, and hoped that it would continue as it was a perfect example of diverse communities coming together.

RESOLVED – That the report be received and its content noted

7.2 **Community Engagement Update**

The Committee received a report of the Commissioner outlining the issues that communities had highlighted during the CoLP's engagement activities since April 2016 and how the Communities and Partnerships teams had responded.

In response to a question concerning whether or not any slavery or human trafficking issues had been identified, the Commissioner advised that although there were no issues so far, this was an emerging issue and would be monitored through the strategic assessment process.

In relation to the new 'street briefings' initiative, the Committee suggested that outcomes from these be reported to the Safer City Partnership.

In relation to 'Operation Acton', an initiative to address homelessness and rough sleeping, the Chairman asked if this could be resilience tested as a recent experience had indicated that the system wasn't working properly.

RESOLVED – That the report be noted.

7.3 **Any Other Special Interest Area Updates**

The SIA lead for Road Safety, reported on a number of operations currently being delivered aimed at making the City's roads safer for all road-users and pedestrians.

The Committee noted that a Road Safety Campaign 'Share the Road' had been launched in August, and was a joint venture with TfL which aimed to combine engagement, education and enforcement aimed at all road users.

Several Members of the Committee also raised questioned regarding action taken against unlicensed street traders, particularly the peanut sellers on the bridges, and it was agreed that a note would be circulated regarding numbers dealt with and any enforcement action taken.

RESOLVED – That the update be noted.

(The SIA Lead for Accommodation gave an update during consideration of the relevant report at agenda item 17)

8. **HEALTH AND SAFETY ANNUAL PERFORMANCE UPDATE**

The Committee received a report of the Commissioner providing information on the current position regarding the management of health and safety within the CoLP since the last report submitted in September 2015.

The Committee noted that the assurance process involving internal and external assessments had highlighted areas for improvement around the management of fire safety linked to responsibilities and documentation.

Common areas of good practice that were noted include the arrangements for the management of health and safety including risk assessment processes.

RESOLVED – That the report be noted.

9. BARBICAN CCTV UPDATE

The Committee received a joint report of the Commissioner and the Town Clerk concerning the Barbican CCTV Project, the proposal for which had been delegated to the Ring Steel Project, under the governance of the Ring of Steel Board, chaired by the Commander Operations, City of London Police.

The Committee was advised that the decision of the Ring of Steel Board was that the proposal to commission additional CCTV cameras to the public walkways of the Barbican Residential estate and the Golden Lane estate could not be supported.

The Commissioner reported that in order to address some of the concerns raised by residents who had been in support of the proposal, increased security at the building site at London Wall Place, including the possibility of more CCTV cameras, was being explored. Additionally there was also going to be a review of the 'Ring of Steel' to make sure it was still fit for purpose. The outcomes of both would be reported to a future meeting.

RESOLVED – That the current position relating to the installation of CCTV cameras in the Barbican area be noted.

10. ANNUAL UPDATE ON CUSTODY (YOUNG PERSONS, CHILDREN AND MENTAL HEALTH) AND USE OF FORCE

The Committee received a joint report of the Commissioner and the Town Clerk providing an overview and update on three areas of policing – young persons and children in custody, mental health crisis in custody and use of force.

In relation to mental health data the Committee expressed concern that the mode of transport for 2 people was shown as 'unknown'. The Commissioner commented that this may have been due to the mode of transport not being noted on the CAD but reassured Members that the individuals concerned would have been conveyed to hospital nonetheless.

Additionally, the reference to referrals and pathways not being implemented raised concern and the Commissioner undertook to look into this and confirm by note.

RESOLVED – That the report be noted.

11. ANNUAL REPORT ON PROFESSIONAL STANDARDS ACTIVITY - 2015/16

The Committee received a report of the Commissioner providing a comprehensive overview of activities relating to Police Professional Standards during the period April 2015 to March 2016.

The report also provided a summary of performance statistics submitted annually to the Independent Police Complaints Commission (IPCC). Overall the recorded number of complaint cases had increased very slightly in this period. This was attributable to additional complaints relating to Action Fraud, the fraud reporting authority run by the Force which had a national remit. Figures were low relative to the number of interactions with the public and to the complaint figures for other Forces.

The CoLP had performed well in terms of recording complaint cases within the target of 10 days (94% against a national average of 88%) and the time taken to complete an investigation was also lower than the national average (53 days compared to the national average of 107 days).

RESOLVED – That the report be noted.

12. CITY OF LONDON ATTRO - PUBLIC CONSULTATION REPORT

The Committee received a report detailing the outcome of the public consultation concerning the City of London Anti-Terrorism Traffic Order.

The Committee was advised that the issues raised in the two responses received had now been addressed and TfL had provided authorisation to proceed to make the Order.

The Committee noted that the recommendations had been approved by the Planning and Transportation Committee.

RESOLVED – That the report be noted.

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman reported that the CoLP were the first force in the country to utilise Special Constables within the Professional Standards Department and had recently been named runner-up for the Lord Ferrers Awards special team of the year.

The Committee expressed congratulations to the Special Constables.

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. COUNTER TERRORISM CAPABILITY AND RESPONSE - PRESENTATION

The Committee received the presentation.

17. NON-PUBLIC MINUTES

17.1 Police Committee - 30 June 2016

RESOLVED – That the non-public minutes of the 30 June be approved as a correct record.

17.2 Police Professional Standards & Integrity - 3 June 2016

RESOLVED – That the non-public minutes of the 3 June be received.

17.3 Economic Crime Board - 22 July 2016

RESOLVED – That the non-public minutes of the 22 July be received.

18. POLICE ACCOMMODATION STRATEGY OVERVIEW & PROGRAMME UPDATE REPORT

The Committee received a joint report of the City Surveyor, Chamberlain and Commissioner providing an update on the inter-linked programmes within the Police Accommodation Strategy.

19. CITY OF LONDON WIRELESS CONCESSION & CITY WIFI NETWORK

The Committee received a joint report of the City Surveyor, Chamberlain and Commissioner regarding the City of London Wireless Concession and City Wifi Network.

20. NATIONAL POLICE COLLABORATION AGREEMENT - PROPERTY & WIRELESS INTERFERENCE NOTIFICATIONS

The Committee received a report of the Commissioner concerning the National Police Collaboration Agreement in relation to Property and Wireless Interference Authorisations.

21. EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME

The Committee received a report of the Commissioner concerning the Emergency Services Mobile Communications Programme.

22. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received and noted a report advising Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Order Nos. 41(a) and 41(b).

23. HEALTH AND SAFETY ANNUAL PERFORMANCE UPDATE - APPENDIX 2

The contents of the Appendix were noted.

24. COMMISSIONER'S UPDATES

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

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

The response to questions was noted.

26. 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.

The meeting closed at 12.40 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

Wednesday, 7 September 2016

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 11.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)	Lucy Sandford
Alderman Alison Gowman	Kenneth Ludlam
Alderman Ian Luder	

Officers:

Amanda Thompson	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Oliver Bolton	-	Town Clerk's Department
Hayley Williams	-	City of London Police
Neil Davies	-	Town Clerk's Department
Pat Stothard	-	Head of Internal Audit and Risk Management
Caroline Al-Beyerty	-	Chamberlain's Department
Alistair Sutherland	-	Assistant Commissioner, City of London Police
Barbara Giles	-	Head of HR - City of London Police
Stuart Phoenix	-	City of London Police

1. **APOLOGIES**

Apologies for absence were received from Nicholas Bensted-Smith, Deputy Henry Pollard and Deputy James Thomson.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the minutes of the meeting held on 31 May 2016 be approved.

Matters Arising

5. Internal Audit Update Report

The Chairman reported that there had been some additional discussion and a question concerning why there was no disaster recovery in place which was not detailed in the minutes, and which the Assistant Commissioner had agreed to look into with the possibility of obtaining testing dates. The AC explained that there was an up to date position in terms of the disaster recovery (as the

Internal Audit Report provides a historical position) and he would circulate the update to Members.

In relation to the question concerning whether or not the Governance Framework review completion date of 31 March 2017 could be brought forward, the Chamberlain advised that the completion date was now 31 December 2016.

4. **OUTSTANDING REFERENCES**

RESOLVED – That the list of Outstanding References be noted and updated.

CoLP Communications Team

The Commissioner gave assurance that a process was now in place to ensure website data was updated regularly.

5. **INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Chamberlain updating on the work of Internal Audit that had been undertaken for the CoLP since the last report in May 2016.

The Sub-Committee was informed that work on the City of London Police 2015-16 planned internal audits had been completed; eight full reviews, one compliance review, and one brought forward from 2014/15 had been completed to final report stage. There were three 2015-16 audits which had been given a Red assurance level, one of which, Police Officers' Use of Fuel Cards, had been issued since the last report in May 2016.

In response to a question concerning why there was no indication of which recommendations had been actioned, the Sub-Committee was advised that the time lapse between the report going to the Audit and Risk Committee and then the Performance Management Sub-Committee meant that it was always slightly out of date however it was suggested that an update to the report could be circulated.

Members raised a number of questions regarding recommendations which were overdue and asked that any slippage in implementation be reported and included in the update to be circulated.

RESOLVED – That the report be noted.

6. **1ST QUARTER PERFORMANCE AGAINST MEASURES FOR 2016 -17 AS SET OUT IN THE POLICING PLAN 2016-19**

The Sub-Committee received a report of the Commissioner of Police summarising performance against the measures in the Policing Plan 2016-19 for the period 1st April 2016 to 30th June 2016.

The Sub-Committee questioned the lack of data available regarding measure 16 Action Fraud satisfaction which could be reputation damaging. The AC undertook to take this back to discuss with Cdr Greany. Members also queried, why the number of disposals for unmanned enforcement activity was shown as

'deteriorating' for this quarter, the reasons why 'Violence without Injury' was increasing and what was the capacity and capability of the CoLP to deal with the threat posed by Cyber Crime.

RESOLVED – That the report be noted.

7. HMIC INSPECTION UPDATE

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

The Chairman acknowledged that the Summary section partially addressed his previous request but requested a synopsis of the number of recommendations, how many implemented and how many were still outstanding.

In relation to 'Missing Children: who cares' several Members asked if the Multi Agency Sexual Exploitation (MASE) meetings should be attended by Members of the Sub-Committee and it was agreed that this would be explored providing the meetings were not restricted. It was also agreed that a visit to the Public Protection Unit would be arranged for the Chairman and Lead Member for Public Protection and Safeguarding.

The Chairman asked that where dates had overran an update on the timescales should be given and the indicator 'red' rather than 'amber'.

In response to a question concerning an update on the 'Stop and Search' training, the Sub-Committee was advised that this was due to be reported to the Police Committee in November 2016.

A Member asked about the inspection on the tri-service review of joint emergency services and asked if this could be reported back to her directly.

RESOLVED – That the report be noted.

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

In response to a question concerning how quick the CoLP would be able to respond to a state of emergency in London if the majority of officers lived outside, the Commissioner advised that the number of senior officers required to be on duty at any one time had been increased and this was more of an issue for the Metropolitan Police.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

10. **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 I of the Schedule 12A of the Local Government Act.
11. **CITY OF LONDON POLICE WORKFORCE PLAN**
The Sub-Committee received and noted a report of the Commissioner in relation to workforce planning.
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no non-public urgent items.

The meeting closed at 12.45 pm

Chairman

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PROFESSIONAL STANDARDS AND INTEGRITY SUB (POLICE) COMMITTEE

Friday, 23 September 2016

Minutes of the meeting of the Professional Standards and Integrity Sub (Police) Committee held at the Guildhall EC2 at 11.00 am

Present

Members:

Alderman Alison Gowman (Chairman)	Deputy Richard Regan
Nicholas Bensted-Smith	Deputy James Thomson
Deputy Henry Pollard (Ex-Officio Member)	

Officers:

Amanda Thompson	-	Town Clerk's Department
Oliver Bolton	-	Town Clerk's Department
Fern Aldous	-	Town Clerk's Department
Stuart Phoenix	-	Head of Strategic Development, City of London
Dermont Robinson	-	Police
	-	Director of Professional Standards, City of London Police
Alistair Sutherland	-	Assistant Commissioner, City of London Police

1. APOLOGIES

Apologies for absence were received from Helen Marshall and James Tumbridge.

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

There were no declarations of interest.

3. MINUTES

RESOLVED – That the minutes of the meeting held on 3 June 2016 be agreed as a correct record.

4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

5. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

6. 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, Paragraphs 1, 2 and 7 of Schedule 12A of the Local Government Act.

7. NON-PUBLIC MINUTES

Resolved – That the non-public minutes of the meeting held on 3 June 2016 were agreed as a correct record.

8. PROFESSIONAL STANDARDS STATISTICS - QUARTER 1 (FOR THE PERIOD 1 APRIL 2016 - 30 JUNE 2016)

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

8.1 Summary of Cases

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

8.2 Misconduct Hearings

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

8.3 Misconduct Meetings

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

8.4 Conduct and Complaint Cases - Case To Answer/Upheld

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

8.5 Conduct and Complaint Cases - No Case to Answer/Not Upheld

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

8.6 Complaint Cases - Local Resolution

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

8.7 Complaint Cases - Discontinuance & Disapplication

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

9. INTEGRITY REPORT & DASHBOARD

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

10. IPCC POLICE COMPLAINTS INFORMATION BULLETIN

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

11. NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions

12. ANY OTHER NON-PUBLIC BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

The meeting closed at 12.45 pm

Chairman

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POLICE COMMITTEE
22 September 2016
OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	Barbican CCTV 25/02/2016 22/09/2016	CCTV upgrade The Commissioner reported that in order to address some of the concerns raised by residents who had been in support of the proposal, increased security at the building site at London Wall Place, including the possibility of more CCTV cameras, was being explored, Additionally there was also going to be a review of the 'Ring of Steel' to make sure it was still fit for purpose. The outcomes of both would be reported to a future meeting	City Police/ Safer City Partnership	January Committee
2.	Police Pensions Sub-Committee 25/02/2016 14/04/2016 19/05/2016 30/06/2016 22/09/2016	Appointment of Employer/Scheme representatives approved by the Committee.	Town Clerk / Commissioner	Town Clerk to Update
3.	19/05/2016 CoLP Corporate Communication Strategy	Report to Police Committee	City Police	On Agenda
4.	30/06/2016 Community Engagement Review	Report to Police Committee	City Police	Verbal Update

5.	Policing of Bridges- Business requirement 30/06/2016 22/09/2016	Report to Police Committee	City Police	On Agenda
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Committee(s): Police Committee	Date: 3 rd November 2016
Subject: Policing the City Bridges	Public
Report of: Commissioner of Police Pol 48-16	For Decision
Report authors: Superintendent Helen Isaac	

1. Summary

- 1.1 This report provides information on the demand for and cost of providing policing services to the five vehicular and pedestrian bridges crossing the River Thames in the City of London. Following the Opinion received from The Remembrancer in September 2016, it is believed there is a case from statute for the Bridge House Estate (BHE) to fund the policing of Blackfriars, London and Southwark Bridges and a case also to support funding of policing services for Tower and Millennium Bridges. In considering the case for funding, this report concentrates in particular on the additional policing services provided to the City Bridges, which are largely demanded due to their location, structure and prominence as important thoroughfares across the River Thames.

- 1.2 The report summarises legal opinion on the case for funding over the last 100 years, considers the findings of a £224,000 business case for funding from the BHE made in 2011 and uses information gathered for an updated case for funding compiled in 2015. It refers to Royal National Lifeboat Institution (RNLI) and Corporation of London data gathered for a recent report into the growing demand for policing services in response to welfare issues on City Bridges.

- 1.3 The report includes an estimation of costs incurred in particular through the provision of intelligence-led counter terrorism deployments on bridges, bridge patrols, and responding to calls over concern for the safety of individuals. It includes the cost incurred by the force through the permanent attachment of an officer to the Metropolitan Police Marine Support Unit (MSU), who respond to many of our concern for safety calls by boat in support of City of London Police (CoLP) officers. The cost of CCTV and ANPR cameras has been excluded from this latest report due to their inclusion in the wider Ring of Steel project, to be presented separately.

- 1.4 The cost of providing policing services to the five City Bridges, taking account of the available data, is estimated at £272,000 per annum.

Recommendation

It is recommended that members:

- 1) Note this report.

- 2) Approve a formal approach to the Bridge House Estate for annual funding of £272,000.

2. Background and historical context

- 2.1 In considering the obligations of the BHE, on the 14th December 1917 Law Officers concluded in a report, *“We are therefore of opinion that the Bridge House Committee have the duty imposed upon them “if they see occasion” to appoint watchmen and defray the cost of watching”*. With regard to Tower Bridge, the Law Officers concluded *“no obligation to watch or to pay for watching is imposed”*. The Law Officers refer to a ‘compact’ entered into by the Bridge House Estates Committee in 1895 and say *“[that compact] appears to have been based upon a good consideration to pay £2000 in respect of watching the several Bridges. That compact stands”*.
- 2.2 An Order of the Court of Common Council on 20th October 1938 declared that the amount of payment for watching bridges was fixed at £7000 per annum. A subsequent Order dated 16th December 1943 declared the amount be reduced to £5800 per annum. The last payment made to the Force was in 2004/5 when the contribution was £11,800. Material has not been found to suggest why the payment was not routinely increased with inflation, although using a historical inflation rates calculator, £5800 in 1943 would be worth approximately £246,500 in 2016.
- 2.3 In 2005, the Comptroller and City Solicitor reviewed the opinion expressed by Law Officers in 1917 and agreed with their conclusion.
- 2.4 In 2011 a business case was compiled by City of London Police (CoLP) in response to a letter from the Remembrancer, which invited the Force to bid for additional resources from BHE to provide security for the Bridges. This stated, *“Historically a contribution was made to the City of London Police from Bridge House Estates to pay for Watchmen to watch the Bridges. The primary objective of the Bridge House Estates Fund is for “the maintenance and support of London Bridge, Blackfriars Bridge, Southwark Bridge, Tower Bridge and Millennium Bridge” with any surplus funds being applied to charitable purposes under a Cy-Pres scheme.”*
- 2.5 The service overview in the current Service Level Agreement between City of London Police and Bridge House Estates, states the following:

“The City of London Police currently provide a service whereby officers are tasked to specifically patrol all the named bridges within the City of London. These patrols are provided by a combination of our mobile patrols, foot patrols and our Mounted Section.

In addition to the above the City of London Police has an officer on a full time basis to the Marine Policing Unit based at Wapping Police Station on the River Thames a short distance from Tower Bridge. The Marine Unit also provides a visible 24 hour presence on the Thames in support of the broader river community.”

- 2.6 A briefing note compiled in April 2015 by the Chamberlain's Department states that "following correspondence between the Chamberlain's Department and the City Police, the contribution ceased as justification was not provided to demonstrate what extra duties the Police were performing in relation to the bridges. BHE has not been used to relieve the City from public sector funding constraints and it was considered inappropriate to meet expenditure on general policing from the charity."

3. Current legal position

- 3.1 In appendix one, the Remembrancer sets out detailed Opinion dated September 2016 on policing of the City Bridges and the obligation on the Bridge House Estates to provide funding. This document concludes:

"The private acts governing London Bridge, Blackfriars Bridge and Southwark Bridge make it clear that an obligation to fund the policing of the bridges is cast on the Bridge House Estates. In respect of Tower Bridge, although there is no overt reference to an obligation on the Bridge House Estates to fund the watching or policing of the bridge, a case can be made that certain police resource attributable to policing Tower Bridge may be funded by Bridge House Estates. This can be inferred from the reference to the "maintenance and support" of the bridge by the Bridge House Estates provided for by section 65 of the Act. Such an approach seems to be taken by the SI 2004 No. 4017 in dealing with the Millennium Bridge."

4. 2011 business case for funding policing services

- 4.1 The 2011 business case concluded that four specific activities were undertaken by the Force in policing the City's Bridges:
- a) Day to day and pre-briefed patrol activity on foot and by specialist uniformed officers, such as the Dog and Mounted Sections, Support Group, Roads Policing Unit and the firearms department at an estimated cost of **£105,000** per year.
 - b) Permanent attachment of an officer to the Metropolitan Police Marine Support Unit with responsibility for policing the river Thames and checking the security of the bridges from the river at a cost of **£50,000** per year.
 - c) Staffing the London Bridge police entry point (during peak hours Monday to Friday, this was one of the Force's counter terrorism tactics at the time) at an estimated cost of **£37,000** per year.
 - d) CCTV cameras and ANPR cameras covering vehicle traffic and pedestrians entering and leaving the City using the bridges at a cost of **£32,000** per year.
- 4.2 The total annual estimated cost of policing the City Bridges in 2011 was **£224,000**.

5. Assumptions

Table 1: PC and PS cost assumptions

Rank	Band	Annual Costs			Monthly Costs	Daily Cost	Hourly Rate
		Low	Mid or Near Mid	High	Top of Band		
		£	£	£	£	£	£
Constables	1-11	39,777	50,443	57,975	4,831	242	34.51
Sergeants	23-26	60,141	61,897	64,671	5,389	269	38.49

Source: CoLP Finance Department

- 5.1 Table 1 above sets out the figures used to estimate the cost of policing the City's Bridges. For the purpose of these calculations, the cost includes national insurance and pension contributions. The highest band constable (£57,975 per annum) and sergeant (£64,671 per annum) costs are assumed in this report.
- 5.2 This report takes account of the most recent Opinion from the Remembrancer dated September 2016 and therefore assumes inclusion of all five vehicular and pedestrian bridges within the City of London in calculations, these being Tower, London, Southwark, Millennium and Blackfriars Bridge respectively.

6. Costs of policing the City Bridges

Table 2: Summary of estimated costs 2016/17

Function	Category of Cost	Costs (Top of Band)	
		Weekly	Annual
		£	£
Costing for tasked Counter Terrorism deployments on City Bridges	1 x Sergeant - 10 hours per week- at highest grade of rank	365	20,015
	4 x Constables - 20 hours per week - at highest grade of rank	2,761	143,572
Total		3,416	163,587
Costing for patrol of and response to calls for service on City Bridges	2 x Constables - 2 hours per day, 7 days a week - at highest grade of rank	966	50,247
Total		966	50,247
Costing for Marine Support Unit Constable	1 x Constable - annual cost	1,230	57,975
Total		1,230	57,975
Overall total		5,612	271,809

Source of costings: CoLP Finance Department

- 6.1 The position in 2016 is similar to 2011, with revised costs and activities summarised in table two above and explained in the text below. CCTV and ANPR costs included in the earlier report have been removed as these are included in the wider Ring of Steel project which will be for separate consideration. The current estimated cost of providing policing services to the five City Bridges is £272,000.

Tasked counter terrorism deployments

- 6.2 Following the 2011 business case, the Force has moved on from entry point counter terrorism tactics and now has in place the scientifically developed and evaluated Project Servator. The Force has a permanent Project Servator team and in addition to this, other uniformed and covert departments deploy Project Servator tactics in teams around the clock as part of the tasking directed by the fortnightly meetings of the Force's Security Group.
- 6.3 Deployments to locations are unpredictable and intelligence-led, with teams directed to areas by the CoLP Counter Terrorism Co-ordinator. Security Group meetings consider these deployments and agree the locations against the intelligence and as high profile, high traffic and in most cases iconic locations for vehicles and pedestrians crossing into the City, the bridges regularly feature as tasked locations, depending on intelligence at the time.
- 6.4 Tasked locations have been extracted from 22nd February to 30th October 2016 and this data shows that on average, twenty counter terrorism deployments each week take place on City Bridges. These deployments are not always directed by a sergeant depending on the team involved, hence the difference in weekly hours between sergeant (ten hours) and constable (twenty hours) hours attributed. Deployment costs assume four constables, although depending on the team deployed this could be significantly more or slightly less, part of the unpredictable nature of the tactics. This activity equates to a total cost of **£163,587** per annum as shown in table 2 above.

Directed patrols and response to calls for service on City Bridges.

- 6.5 Although it is not possible to calculate the *exact* amount of time and cost spent carrying out patrols and responding to incidents on City Bridges, this figure has been calculated estimating two officers patrolling/responding on bridges for two hours per day, seven days a week.
- 6.6 Computer Aided Dispatch (CAD) data extracted for a year from 30th July 2014 to 29th July 2015 for a previous report on policing of the bridges showed a considerable number of calls for police services at City Bridges. Due to the need for a lengthy manual search of annual CAD data to sift out inaccurate location information and the time available for completion of this task, quarterly data from 11th October 2015 to 11th January 2016 was extracted and sifted to provide a more recent portrayal of calls from the last year for police attendance. This data has been multiplied by four for an estimated annual total and shows a similar demand for Southwark, London and Blackfriars Bridges when compared against the 2014/15 data captured for the 2015 report.

- 6.7 Due to earlier legal opinion excluding Tower and Millennium Bridges, the data for these was not captured and included in the 2015 report. However, the quarterly data shows that Tower Bridge experienced 48 calls for service, an estimated total of 192 for the last year and Millennium Bridge 18 calls, an estimated total of 72 for the year.
- 6.8 From the 2014/15 data Southwark Bridge had 67 calls recorded, including concern for safety reports, abandoned calls for assistance and concerns about suspicious circumstances being reported. From the quarterly data there were 24 calls equating to an estimate of 96 for the last year.
- 6.9 London Bridge is by far the busiest bridge in terms of calls for service, with 589 CADs in 2014/15, including concerns for safety, suspicious circumstances, violence and road traffic collisions. From the quarterly data there were 109 calls equating to an estimate of 436 for the last year.
- 6.10 Blackfriars Bridge saw 131 calls for service in 2014/15, with concerns for safety and suspicious circumstances again common reasons for police assistance being required. The quarterly data showed 39 calls equating to an estimate of 136 for the last year.
- 6.11 Sadly, City Bridges are an increasing draw for vulnerable people who may also be suffering from mental health issues. Officers are called to incidents on a regular basis following reports of someone having jumped into the Thames or considering or attempting to do so. There were 239 concern for safety CADs to City Bridges in the year 11th October 2015 to 11th October 2016, the actual figure as opposed to an estimate from quarterly data as less sifting was required due to the ability to search on a specific code for concern for safety CADs.
- 6.12 A 'concern for safety' CAD is a call for assistance where there is a concern for a person's safety and could be reported by a member of the public, member of the emergency services, by the individual themselves, or a friend or family member. In relation to the concern for safety CADs on City Bridges, the call could relate to a suicide, or attempted suicide. It could also relate to a person in crisis and in need of support, for example, if a passerby notices someone upset or distressed on a bridge and telephones the police, this would be recorded as a concern for safety. This may be totally unrelated to suicidal thoughts.
- 6.13 Officers are tasked throughout the week with carrying out daily patrols of the bridges to look for and where possible, interact with those who may be a cause for concern. When officers are involved in an interaction with an individual resulting in detention under section 136 of the Mental Health Act 1983, (either as a result of a concern for welfare call or through coming across someone on patrol), incidents are often protracted and involve the abstraction of at least two officers, sometimes for hours at a time, to wait with the individual for hospital transport and carry out a handover at the hospital, prior to being released to continue policing duties.

- 6.14 Data from the RNLI report 'River Safety in Central London,' shows that 25% (117) of the Tower Lifeboat Station's 255 bridge incident calls in 2015 were for City Bridges. This is a sobering figure as the City stretch of the river forms only a small proportion of the 16 miles of Tidal Thames covered by the Tower Lifeboat Station. RNLI data for the current calendar year is available to the 7th August and shows that 47% (85) of their 182 bridge incident calls have involved City Bridges. Proportionally to 7th August, this figure (85) is already 77% of all calls received for City Bridges for the whole of 2015. It should be noted that these calls were calls for service and there may not have been any real risk of someone jumping; this does however help to illustrate the demand on policing services at City Bridges, as calls will inevitably have involved a policing response from CoLP officers.
- 6.15 To add another level of context to the RNLI data, statistics from the Corporation of London's high harm and high vulnerability analyst have been collated and are presented for illustration in table three below. This data is an accumulation from various sources, but is primarily police data from CADs (calls received from members of public or victims) and intelligence reports submitted by officers. Each CAD and intelligence report has been reviewed by the analyst to ensure the data collection is accurate.
- 6.16 This data includes only incidents of suicide or attempted suicide and does not include the remainder of the picture i.e. those calls to the bridges to deal with people for whom there is a concern for safety, which may be a person in crisis or a cry for help. These other calls would not be classed as an attempted suicide or suicide and will vary from overall concern for safety CAD data for this reason. The incidents in table three range from completed suicide attempts resulting in death, to people saved from the river and those involving successful intervention before someone was able to jump in.

Table 3: Suicide and Attempted Suicide within the City of London Attributable to City Bridges

Data Collection Period	Attempted Suicides Within the City of London Attributable to City Bridges
April 2014-March 2015	41
April 2015-March 2016	46
April 2016 to 5th September 2016	52

Source: City of London Corporation

- 6.17 This data is useful in illustrating clearly the impact of bridge related demand on the CoLP. Used with other data sets it paints a vivid picture of an increasing demand, with suicide and attempts from five months of data for this year already higher than the last full year.
- 6.18 From quarterly data, an estimated total of 932 calls for service on the five bridges occurred over the year to 11th October 2016, an average of 2.55 per

day. This is not dissimilar to the actual number of 2.11 calls per day quoted in the 2015 Policing the Bridges report, but is slightly higher, taking into account that the earlier report did not include data for Tower or Millennium Bridges.

- 6.19 The police response to these calls and the increasingly protracted nature of many of these, combined with the tasked daily foot, mounted and mobile security patrols on bridges leads to the conclusion that the cost of two PCs for two hours per day, seven days a week would be a reasonable estimate for this activity, at a total cost of **£50,247** per annum.

Permanent attachment of an officer to the Metropolitan Police Marine Support Unit

- 6.20 The force continues to attach an officer to the Marine Support (MSU) at a cost of **£57,975** per annum. The MSU has responsibility for policing the River Thames and checking the security of bridges from the river and will inevitably be called out to assist CoLP officers in the event of someone jumping or threatening to jump from one of the City Bridges. The prime purpose in continuing this attachment is to ensure the security and safety checks around City Bridges continue as an essential part of our policing response, at the cost of providing one officer to this specialist team.

7. Conclusion

Recent legal opinion agrees with the historical view that a case is made in statute for funding of the policing of London, Southwark and Blackfriars Bridges by the Bridge House Estate. The Opinion dated September 2016 concludes there is also a case to support the funding of the policing of Millennium and Tower Bridges. Demand data for the five City Bridges has been considered and whilst the overall number of calls for police service is reasonably consistent, there has been a marked increase in the number of people either committing or attempting to commit suicide from City Bridges, with an associated impact on police resources. Estimated costs for three specific areas of policing activity on City Bridges have been calculated, these being; patrol and response to calls for service, tasked counter terrorism deployments and an officer attached to the Marine Support Unit, with the total cost of policing estimated at £272,000 per annum.

Recommendation

It is recommended that members:

- 1) Note this report.
- 2) Approve a formal approach to the Bridge House Estate for annual funding of £272,000.

Appendices

Appendix one: Policing the Bridges and allocation of costs to the Bridge House

Estates: Opinion

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Policing the Bridges and allocation of costs to the Bridge House Estates

OPINION

Introduction

1. This Opinion considers the nature and extent of the City's obligations as to the policing of the City's bridges and the extent to which those costs may be attributed to the Bridge House Estates. It focuses on general policing responsibilities rather than any specific project, although the issue has recently received renewed attention as the result of a project to install river cameras at the bridges. Issues concerning the quantum of any contribution and a Trustee's general duty to act in the best interests of Trust are not dealt with in this Opinion.
2. In order to provide context and to inform interpretation, some historical constitutional background is included. This has however been confined to material which assists in deciding the extent of the obligations and sources of funding rather than providing a broader narrative. After a short account of the history of the 'Watch', each bridge is considered in turn, concluding, in each case, with an assessment of the position under current legislation.

Establishment of Watches and the Bridges

3. In what appears to be a remarkably coordinated national move, the Statute of Winchester 1285 (13 Edw. I), commanded that watch be kept in all cities and towns and that two Constables be chosen in every "Hundred" or "Franchise"; specific to the City, the Statuta Civitatis London, also passed in 1285, regularised watch arrangements so that the gates of London would be shut every night and that the City's twenty-four Wards, would each have six watchmen controlled by an Alderman. This system, where each householder

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took a turn at being an unpaid watchman, remained more or less unchanged until the early 18th century.

4. The first (un-numbered) section of the City of London Police Act 1839 (2 & 3 Vict c.xciv) stated that “the Mayor Aldermen and Commoners of the City of London, in Common Council assembled, are willing and desirous to contribute out the Revenues and Possessions of the Mayor and Commonalty and Citizens of the said City a portion of the expense of the said Police Force”.
5. The Act consolidated and rationalised a system of policing in the City which had evolved from medieval times. The 1839 Act did not create a wholly new body, as by 1832 the “new” Force was effectively in existence in the form that it was to take by statute. It did, however, put it onto a statutory footing as was the case with the Metropolitan Police and other police forces established throughout the country after 1829.
6. The 1839 Act provided by section LVII that the City was required to pay one quarter of the expenses of the City Force from City’s Cash. By section LVIII, the remaining three quarters were to be met by a local police rate. Watching the bridges was accounted for separately and recorded as a reimbursement from the Bridge House Estates before the quantum was calculated. In 1896 the City of London Police Committee reported to the Court of Common Council the three sources of police funding, viz City’s Cash, Bridge House Estates and a local Police rate. At this point, all City Police funding came from the City (in whatever guise) and none came from central Government.

London Bridge

Historical background

7. A bridge across the Thames in approximately the same position as the current structure built in the late 1960s has existed since Roman times.
8. The title of the Corporation to the Bridge House Estates is very ancient and arose before the doctrine of trusts was fully developed. The early conveyances and grants, dating from

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the twelfth century, contain the words ‘to the Proctors’ or ‘Wardens of London Bridge’ or ‘the brethren and sisters of the Chapel on the Bridge’, or more simply ‘to God and the Bridge’.

9. In the minutes of the Court of Common Council for 1 Feb 1817, watch stations are recorded as covering the wards of Bridge, Candlewick, Billingsgate and Dowgate. The same Common Council record shows that the watch house for those 4 wards was at the “Bridge Watch House”. Watch houses, the record continues, were to be open all day and night with patrols every 2 hours. It seems highly probable, especially in light of the strong criticism of the behaviour of various watches and the natural desire on the City’s part to make sure its money was prudently spent, that patrols would cover the full extent of their territory and would, therefore, patrol the whole of the ward - across London Bridge to the southern ward boundary. The contemporary recognition of the boundary of the City as being on its southern side is evidenced by documents of the period; for instance the Robert Morden and Philip Lea map, first published around 1700 and re-issued c1715 and which is particularly detailed, shows the ward boundary on the southern side.

Current Position

10. From the Corporation of London (Bridges) Act 1911 onwards, “the Corporation” has been defined to mean “the Mayor and Commonalty and Citizens of the City of London Trustees of the Bridge House Estates”, recognising the Corporation’s distinct trustee capacity.
11. The current London Bridge was constructed pursuant to the powers contained in the London Bridge Act 1967 (1967 c.1).
12. Section 35(1) of the 1967 Act provides “Whereas the existing London Bridge is wholly within the city and is exempt from all assessments, now it is hereby declared as follows:-
 - (a) the bridge as reconstructed under this Act shall be wholly within the city”...

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13. The obligation on Bridge House Estates to pay for policing on the bridge is set out in s35(1)

“(c) The bridge shall be vested in the Corporation and shall be maintained, repaired, cleansed, lighted and policed at the cost of the rents and profits of the Bridge House Estates”.

14. The term 'policed' used in section 35 of the 1967 Act does not receive further explanation. The Act which authorised the building of the bridge replaced under the powers conferred by the London Bridge Act 1967 - the London Bridge Act 1823 (4 GeoIV c.50) - does, however, provide a greater indication of what the term might be taken as encompassing.

15. Section 93 of the 1824 Act provided for the appointment of the Watch (the advent of the City of London Police then being 15 years distant) in the following terms -

“That the said Mayor, Aldermen and Commons, in Common Council assembled, or such Committee or Committees as aforesaid, are hereby empowered from time to time, if they see Occasion, to appoint such Number of fit and able bodied Men as they shall think proper, to be armed and clothed in such Manner as the said Mayor, Aldermen and Commons, in Common Council assembled, shall direct, to be employed as Watchmen, Guards or Patroles, either on Foot or Horseback, upon the said Bridge, or temporary Bridge (if any), and to appoint any Person or Persons to be Superintendent or Superintendents thereof, and from time to time remove any of the said Superintendents, Watchmen, Guards or Patrole, and to appoint others in their Room, and from time to time to make such Rules, Orders and Regulations for the better governing the Superintendents, Watchmen, Guards or Patrole, and for the watching and guarding the said Bridge, and keeping the Peace thereon, as the said Mayor, Aldermen and Commons, in Common Council assembled, or such Committee or Committees as afore said, shall think proper”.

16. Section 94 set out the duties of the Watch as follows -

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“And be it further enacted, That the Superintendents, Duty Watchmen, Guards and Patroles, shall use their best Endeavours to prevent Fires, Murders, Burglaries, Robberies, Disturbances, Obstructions, Stoppages, Breaches of the Peace and all Outrages, Misdemeanours and Disorders on or near to the said Bridge, and to that End are hereby jointly and severally empowered and required, without further Warrant, to arrest, apprehend and detain in the Watchhouse of the Ward of Bridge, or in any other Watchhouse or convenient Place, (whether provided or appointed by the said Mayor, Aldermen and Commons, in Common Council assembled, or such Committee or Committees as aforesaid, or otherwise,) all Malefactors, Rogues, Vagabonds and other disorderly and suspicious Persons, who shall be found committing any Disorder or Offence, or loitering, wandering or wantonly or negligently obstructing the Passage, or misbehaving themselves, or whom the said Superintendents, Watchmen, Guards and Patroles shall have just cause or reason to suspect of any evil Design, and the Person or Persons so apprehended to convey as soon as conveniently may be, before One or more of the said Aldermen of the said City, to be examined and dealt with according to Law”.

17. It seems clear from the drafting of these sections that the intention was to apply a wide interpretation to the duties of the obligations of those employed as 'Watchmen, Guards or Patroles' both on and near to the Bridge. Accordingly, there are reasonable grounds to assume that the interpretation of the term 'policed' in the 1967 Act should be a broad one. Moreover there would appear no reason to adopt a different approach to interpretation when considering other City Private Acts which refer to the watching or policing of bridges without additional statutory elucidation. (The Law Officers' Opinion of 1874 referred to below acknowledged that there was a general police duty to patrol the bridges, as with other public highway, but pointed to the fact that there was no express relief for the Corporation from its statutory duties to watch the bridges [London, Southwark and Blackfriars], and therefore it was justified in making arrangements to contribute to police expenses in respect of those bridges.) .

Blackfriars and Southwark Bridges

Historical Background

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18. Blackfriars Bridge was the second bridge to span the river within the City's boundaries. First built in 1760, the original Blackfriars Bridge was erected pursuant to statutory powers and the current bridge is also a statutory bridge.
19. In its first recital the Blackfriars Bridge Act 1756 (29 GeoII c.86) gives "the City of London in Common Council assembled" the power and authority to build and maintain the bridge. The Act provides that the "mayor, aldermen, and commons, shall also, from and after the said bridge shall be created and made passable... appoint such a number of able-bodies watchmen as they shall judge necessary to be kept upon the bridge for the Safety and Protection of Persons passing over the same". The Act authorises the "mayor, aldermen, and commons, in Common Council assembled" to levy tolls for passage over the bridge. The Act then sets out the toll rates. By way of explanation for the toll, the Act records that repairing, preserving, supporting, making streets, purchasing houses [to be demolished], will amount to a "considerable charge and expense". It goes on to record that the money raised shall "also [be] for repairing, lighting and watching the said bridge".
20. Southwark bridge was not, originally, a City of London Corporation bridge. It was erected in 1815 by a private company. It appears that the City disliked the tolls levied by the private company and in 1864 the City leased the bridge and abolished the private toll.

Current Position

21. The present Blackfriars Bridge was constructed pursuant to the Blackfriars Bridge Act 1863 (26 & 27 Vict c.LXii), section 16 of which provides -

“[The] Bridge shall be maintained, supported, repaired paved, watched lighted, watered and cleansed, out of the rents and profits of the Bridge House Estates, and any funds now applicable to those purposes shall form part of the Bridge House Estates.”

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22. The Corporation of London (Bridges) Act 1911 (2 Geo.V c.cxx) authorised the reconstruction of Southwark Bridge and set out the basis of contributions towards the costs of policing. Section 61 of the Act 1911, states that Southwark Bridge – a ‘new bridge’ under the Act - is to be “policed by the Corporation out of the funds of the Bridge House Estates”. In Southwark Bridge’s case, the pillars on the southern side also seem to be within the City.

Tower Bridge

Historical Background

23. The bridge was built in response to public agitation for cross - river facilities below London Bridge occasioned by a large increase in vehicular traffic in the latter part of the 19th century. The Corporation promoted the Bill to authorise construction of the bridge in 1884 and it was passed in 1885. The bridge was opened in 1894.

24. The costs of policing the bridge featured in Opinions of the Law Officers delivered in 1895 and 1917 referred to further below. The general approach was that there was no obligation on Bridge House Estates to pay for the policing of Tower Bridge. However, there was found to be justification for the “compact” between Bridge House Estates Committee and Police Committee (in respect of the Bridge House Estates contribution to policing the bridges) to include policing costs in respect of Tower Bridge, on the basis of the number of men engaged daily in watching Tower Bridge.

Current position

25. Section 58 of the Corporation of London (Tower Bridge) Act 1885 (48 & 49 Vict. c.cxcv) provides that,

“Subject to the provision of this Act the Corporation may from time to time make such byelaws as they think proper for the opening and shutting of the Tower Bridge and for the regulation and management of the traffic on the Tower Bridge and on so much of the approaches and other works authorised by this Act as the Corporation

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shall therein specifically define as places to which such byelaws shall be applicable and may from time to time alter vary or repeal such byelaws or any of them as they shall think fit so as the same be reduced into writing and be under the common seal of the Corporation and be allowed by the Board of Trade and the Tower Bridge and all places to which such byelaws shall be applicable shall for the purposes of such regulation and management and for the enforcement of such byelaws and for the recovery of any penalties for the breach or non-performance thereof be deemed to be within the city and liberties thereof and the jurisdiction powers authorities rights privileges and duties of justices of the peace and of the police and peace officers of the city shall extend to all such places”

26. The Corporation of London (Blackfriars and other Bridges) Act 1906 (6 EdwVII c.clxxx) confirms that Tower Bridge is to be treated as being within the City for the purposes of policing and the criminal law.
27. These Acts do not explicitly state that the City Corporation is to underwrite the costs of policing Tower Bridge. They do, however, make clear the City’s regulatory responsibilities under byelaws and for the jurisdiction of the City’s police and Justices of the Peace.
28. Section 65 of the Act also provides for the application of the rents and profits of the Bridge House Estates to the in the “maintenance and support” of Tower Bridge as is the case for (in varying terminology) the other City bridges. The supplementary Royal Charter governing the Bridge House Estates granted in 1957 (which enlarged the Corporation's purchase and investment powers as Trustees of the Bridge House Estates) did not distinguish the Tower Bridge Act 1885 from the principal Acts governing the other bridges.
29. Since the passage of the Act it appears that Bridge House Estate’s responsibility for “maintenance and support” of Tower Bridge has been taken to include responsibility for meeting the expenditure of policing the bridge where this is justified by the extent of the policing resource sought in respect of the bridge.

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30. This assumption of responsibility is consistent with the approach taken by the Law Officers when advising on the policing of the Bridges. In the opinions in 1895 and 1917 referred to at para 23 above, the Law Officers expressed the obligation as a 'compact' between the (then) Bridge House Estates Committee and the Police committee by which the former was to contribute an annual sum to policing costs. The actual sum was a matter for negotiation between them. However, different approaches appears to have been adopted between London Bridge, Blackfriars Bridge and Southwark Bridge (subject to statutory duties in respect of watching or policing the bridges), and Tower Bridge (where there is no such express duty, and the expenditure was based upon the specific [additional] police resource requested).

The Millennium Bridge

Historical background

31. This bridge is unlike the other City bridges in not being a construction initiated by the Corporation or governed by a City Private Act. The responsibility for the Bridge was conferred by The Charities (Bridge House Estates) Order 2001 (SI 2001 No 4017) made by the Charity Commission. The Commission obtained locus as the result of the cy-pres scheme authorised by The Charities (The Bridge House Estates) Order 1995 (SI 1995 No 1047).

Current position

32. The 2001 Order adds the Millennium and describes its object (in the appendix) as to enable the Charity to “own and maintain” it. No further guidance on interpretation is given. The Order refers (in paragraph 2 of the scheme set out in the appendix) to the “ownership and maintenance” of the other City Bridges “as provided for in the subsisting trusts”. The opening paragraph of the Scheme set out in the appendix states the Bridge House Estates as being regulated by (inter alia) the Private Acts currently governing each bridge. This appears to infer that “own and maintain” is to be taken as encompassing the rights and obligations contained in those Acts, being the Acts by which the Charity is

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regulated. It therefore appears that “own and maintain” as used in the Order is to be construed broadly. If so, it may be taken as including reference to policing.

Conclusion

33. The private acts governing London Bridge, Blackfriars Bridge and Southwark Bridge make it clear that an obligation to fund the policing of the bridges is cast on the Bridge House Estates. In respect of Tower Bridge, although there is no overt reference to an obligation on the Bridge House Estates to fund the watching or policing of the bridge, a case can be made that certain police resource attributable to policing Tower Bridge may be funded by Bridge House Estates. This can be inferred from the reference to the “maintenance and support” of the bridge by the Bridge House Estates provided for by section 65 of the Act (para 28 above). Such an approach seems to be taken by the SI 2004 No. 4017 in dealing with the Millennium Bridge (para 31 above).

34. Alternatively, were that interpretation found wanting, the general trustee duty to maintain trust property may be sufficient to provide locus in respect of Tower Bridge (and the Millennium Bridge). In any event, there would seem to be insufficient reason to depart from the previous Opinions of the Law Officers in supporting the view that the obligation cast on the Bridge House Estates may extend to the costs of policing the bridges, and describing the arrangements for meeting them from the Estates as being in the nature of a “compact” as referred to in para 30 of this Opinion.

35. In relation to the other City Bridges, it is clear that an obligation to fund the policing of the bridges arises by statute.

P R E Double

City Remembrancer, for the Law Officers

Guildhall

September 2016

Agenda Item 6

Committee(s): Police	Date: 3 rd November 2016
Subject: Draft Corporate Communication Strategy	Public
Report of: Commissioner of Police Pol 50-16	For Information
Report author: Hayley Williams on behalf of Teresa La Thangue Corporate Communications Director	

Summary

The Corporate Communications Director has lead on the development of the attached draft documents under the Direction of the Commissioner and Assistant Commissioner. It was recognised by the Force that an overarching Communication Strategy was required with relevant documents feeding into this which would enable a more coordinated approach to Corporate Communication. Some Members had also raised issues regarding the use of social media which the documents would seek to address.

- Draft Overarching Communication Strategy 2016-17
- Draft Internal Communication Strategy 2016-18
- Draft External Media Relations Strategy- City 2016-17
- Draft External Media Relations Strategy ECD- 2016-17
- Draft Digital Strategy

This draft overarching Strategy and supporting documents support all Force priorities and have also been developed in line with the City of London Corporation Communications Strategy and Department.

Recommendation(s)

Members are asked to note the report and give any feedback.

Main Report

Background

1. The Corporate Communications Director has lead on the development of the attached draft documents under the Direction of the Commissioner and Assistant Commissioner. Previously, the Force was adopting a slightly ad-hoc approach to Corporate Communications with the existence of some strategy documents that were in need of a review and refresh.

2. It was recognised that an overarching Communication Strategy was required with various other supporting documents for other communication media feeding into this overarching Strategy. Members had also raised issues at various points in the year in relation to the Force's use of social media accounts and Twitter.

Current Position

3. These documents, presented to your Committee, seek to give a clearer strategic direction to the area of Corporate Communication.
 - **Draft Overarching Communication Strategy 2016-17-**
This strategy will drive and inform all communications activity – internal, external, digital and public affairs, across the Force. All communications activity will derive from this and adhere to the key messages and principles detailed within. All the other documents feed in to this overarching Strategy.
 - **Draft Internal Communication Strategy 2016-18**
The Internal Communications Strategy exists to support the delivery of the City of London Police Operational Priorities, City Futures programme and HR people strategy. This strategy is set within the context of the current direction of the organisation and details how we aspire to communicate internally across the Force.
 - **Draft External Media Relations Strategy- City 2016-17**
This strategy exists to support the delivery of the operational policing priorities for the Crime, Uniformed Policing, and Intelligence and Uniformed Policing Directorates and outline the supporting communications messages and methods for these areas. This strategy is set within the context of the current aims of the organisation and details how we aspire to communicate externally with the media, and the wider public. This document will inform all external communications activity across these areas of the Force.
 - **Draft External Media Relations Strategy ECD- 2016-17**
This strategy exists to support the delivery of the operational policing priorities for the Economic Crime Directorate and outline the supporting communications messages and methods to support its national and local responsibilities. This strategy is set within the context of the current aims of the organisation and details how we aspire to communicate externally with the media, and the wider public. This document will inform all external communications activity across this area of the Force.
 - **Draft Digital Strategy**
The Digital Strategy exists to support the delivery of the City of London Police External Communications Strategy and operational priorities, with the understanding that the digital channels we use are a key means of communicating with external audiences.

Corporate & Strategic Implications

4. This draft overarching Strategy and supporting documents support all Force priorities and have also been developed in line with the City of London Corporation Communications Strategy and Department.

Conclusion

5. It is hoped that the Strategy documents will set a clear strategic direction and enable the Force to deliver Corporate Communications that are effective and fit for purpose. The draft documents are presented for Members information and comments and feedback are welcomed and should be fed back to Teresa La Thangue Corporate Communications Director (contact details below)

Appendices

1. Draft Overarching Communications Strategy
2. Draft Internal Communications Strategy
3. Draft External Communications Strategy (City)
4. Draft External Communications Strategy (ECD)
5. Draft Digital Strategy

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City of London Police
High level communications strategy
2016-2017

This strategy will drive and inform all communications activity – internal, external, digital and public affairs, across the force. All communications activity will derive from this and adhere to the key messages and principles detailed within.

Principles

As a team Corporate Communications will follow the following principles over the coming 12 months, with a view to driving further efficiencies through the department and reducing costs while ensuring our communications activities have necessary impact, within force and externally for our various audiences, partners and stakeholders.

1. Explore and exploit best engagement tools and emerging technologies to provide value-for-money communications channels.
2. Support operational activity at tactical and strategic level, as necessary, offering communications advice, guidance and input to assistance the force in meeting its priorities.
3. Develop the business partner model within the communications team and directorates, to ensure the force receives appropriate levels of support from Corporate Communications.

Enhanced Support

Corporate Communications will support, as necessary, all force priorities and internal initiatives. There will, however, be enhanced support for three key areas:

- Protecting the City from terrorism and extremism
- Our work in leading the country's response to fraud, and in particular the re-launch of Action Fraud and the anticipated publication of the Crime Survey of England and Wales
- Road safety

Over-arching key messages

We are proud to deliver an exceptional policing service.

We protect the world's leading global financial centre from terrorism and extremists.

We lead the country's response to fraud.

We work with partners to make the City's roads safer for all users.

Notable Projects

The following projects are anticipated in 2016/2017 and will require significant input from the Communications team as well as affecting our delivery abilities.

- *Action Fraud Re-launch*
The re-launch is scheduled for 2017, although communications activity to a range of audiences is already either planned or already underway.
- *Crime Survey of England and Wales*
The survey will be published in July and for the first time will include fraud and cyber crime figures. When the interim survey was published in October, the inclusion of fraud data increased the crime figures by five million and we are therefore anticipating major interest in Action Fraud and CoLP when the data is published. This will be a valuable opportunity to talk about our work in this area, positioning ourselves as integral to the debate on fraud and cyber crime.
- *New strap line*
Work will be required to embed the new strap line; 'Proud to deliver an exceptional policing service' across the force. Engaging with an external agency will be explored.

- *New intranet*
Work is underway to replace 'Citynet' the force intranet as it the current operating system has reached obsolescence and is no longer supported.
- *Leadership Programme*
The third phase of the leadership programme will run during summer 2016, and will therefore require extensive communications support to ensure delegates get the best from their workshops. Ongoing work to embed the leadership programme across the force will continue.

Communications areas

Although the communications team as a whole will support the force priorities and above notable projects, each of the three teams (digital, media relations, internal communications and public affairs) will have specific areas of focus in the coming 12 months.

Digital

The digital team this year will focus on our users, the people who access services and information through our website, intranet and social media channels.

Understanding the user needs is of paramount importance to the City of London Police. We will engage with our audiences to ensure we deliver a service that meets their expectations, builds trust, and offers ease of access and convenience of use.

The Digital Communications team efforts will be focused in three areas:

1. Create a mobile ready website to provide all of our users with improved access to our services.
2. Deliver a modern fit for purpose Intranet to enable Police Officers and Police Support Staff to manage day-to-day tasks efficiently, as well as giving the organisation a platform to engage.
3. Produce a plan for a joined up approach to social media. Bringing together all of our channels to help us deliver timely advice, news, campaigns and other information, while also assessing new social media tools and their fit with our existing channels.

Media

The media teams will focus on engaging with pertinent journalists and writers to develop symbiotic and productive relationships that ultimately result in coverage positioning the force locally, nationally and internationally as an exceptional, relevant and essential police force within the current law enforcement landscape.

The Economic Crime Directorate media engagement work will focus on the following key areas during 2015-16 to support the wider strategic aims of the City of London Police.

1. To support the implementation of a new Action Fraud system in order to assure the media and stakeholders that the national reporting service meets the needs of law enforcement, victims, business and the wider public.
2. To ensure the City of London Police Economic Crime Directorate remains engaged in the media on all matters relating to fraud and cyber crime and to support this with education and prevention communications to ensure the public have the tools and information to protect themselves.
3. To support City of London Police's media engagement on the Joint Fraud Taskforce to show that Government, law enforcement and business can work together to tackle the underlying causes of fraud.
4. To raise the profile of the City of London Police's Economic Crime Directorate as a centre of excellence in tackling fraud and cyber crime.

City Policing Media team will work with the crime and uniform directorate to utilise our City based activity to generate coverage in appropriate outlets.

1. There will be particular focus on our work in counter-terrorism and our various engagement and deterrence tactics (Operations Servator, Griffin and Argus) and our work with Corporation of London to keep the City safe.
2. We will also work closely with the Roads Policing team, TFL and Corporation of London to provide dedicated communications support to their aim to make the City roads safer for all users. This will involve a focus on cycle and pedestrian safety, utilising existing activity, such as Operation Atrium, and

developing new communications plans to sit alongside operational activity planned by the unit.

Internal Communications

Over the next year Internal Communications will continue to focus on building its channel mix with a particular focus in 2016 on the introduction of face to face channels and a move away from the intranet as the dominate delivery channel. In addition, the introduction of a Business Partner model, which will see media officers become the first point of contact regarding internal communications matters, will free up the Internal Communications managers to work in a more forward-looking and strategic manner, supporting key projects, programmes and initiatives such as the accommodation programme, leadership programme and intranet development project.

Public Affairs

Utilising the resources of the Corporation of London, the Communications team will continue to engage with select politicians (national, regional and local) to ensure there is comprehensive understanding of our work, both within economic crime and City policing, with relevant political figures. This will involve showcasing our work to politicians with an interest and influence in our activities, as well as ensuring we participate in fora appropriate to our work and interests.

Summary

Although this strategy focuses on specific force priorities and upcoming projects, it is has been devised in such a way to provide guidance and steer to support all communications activity within the force. Communications plans will be drafted with consideration of the principles and key messages contained within, ensuring consistency of message across all our communications activity, regardless of audience or channel.

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Internal Communications and Engagement Strategy: 2016-18

1.0 Introduction

The Internal Communications Strategy exists to support the delivery of the City of London Police Operational Priorities, City Futures programme and HR people strategy.

This strategy is set within the context of the current direction of the organisation and details how we aspire to communicate internally across the force.

This document has relevance to everyone in the organisation and, by understanding our role in communications, each of us can play our part in helping to support CoLP's priorities, aims and objectives.

Communication is not something that is done to us, it is a strategic function that requires forward planning and commitment and which every single one of us is able to impact through the way we send emails, hold meetings and share information. We all have a responsibility to seek out the information that we need to do our job and to provide others with the information they need to do theirs.

It is the responsibility of the Internal Communications function to ensure that all employees are equipped to do this to the best of their ability, according to the needs of individual roles and team functions.

Communication as a function is also intrinsically dependent on the support and sponsorship of senior leadership. How you communicate to your teams, what you value and the way you behave sets the tone for the entire force: Proud to deliver an exceptional policing service with Fairness, Integrity and Professionalism.

This document has been prepared to encourage you to reflect on that role and to ask for your support and sponsorship for the activities where Internal Communications can add real value to the City of London Police.

2.0 Communication context

The internal communications function is a **facilitator** for many two-way pathways of communication which criss-cross the organisation and enable it to function. In order to fulfil this role it acts as an internal consultant, understanding the needs of the force and reflecting these back by providing an infrastructure of appropriate communications channels and relevant guidance and relevant support.

3.0 Communication responsibilities

3.1 All Employees – 'Own their part'

All employees should understand their individual impact on and towards internal communications: **it is the responsibility of everyone within the force.**

This means:

- Simple, open and timely two-way communications between individuals and teams.
- Ensuring communication is relevant and targeted, reaching the individuals concerned or affected rather than taking a 'blanket' approach, and signposting communications for action/information appropriately.
- Having an intended outcome for sharing information.
- Listening to others and providing feedback.
- Seeking support and guidance from the Internal Communications function when it is needed.
- Engaging with and consuming the communications channels of the Internal Communications function.

3.2 Senior Leaders – 'Walk the talk'

The example of leadership is fundamental for ensuring that all employees fulfil their responsibilities towards internal communication.

This means:

- Endorsing and adopting employee commitments so that they become part of the City of London Police culture.
- Driving and owning internal communications strategy by actively and demonstrably applying its principles to all aspects of their leadership and communication.
- Using the internal communications service to support face-to-face leadership communication and facilitate feedback.

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- Promoting the consumption of internal communications and encouraging their teams to do the same.
- Sponsoring co-ordinated activity between Internal Communications, Corporate Communications as a whole and the Leading the future programme.

3.3 Internal Communications – ‘advise, align, drive, challenge and enhance’

In turn, the Internal Communications function commits to:

- Providing senior leadership with a communications and engagement strategy as well as supporting their ad hoc, tactical needs.
- Understanding and facilitating the organisation's communication needs – what the respective parts of the organisation need to ‘broadcast’ to others in order to work together.
- Facilitating feedback from employees to senior leaders.
- Facilitating activities which will help to build a sense of organisational community.
- Continually developing the function in line with best practice.
- Providing communications training and facilitation where required.

4.0 Principals

These commitments are bound by adherence to a set of best practice principals. To be effective in all internal communication should be:

Clear	It should be jargon-free and expressed in short simple sentences.
Open	It should be honest and maintain trust between people and departments.
Timely	Messages should reach the intended audience before they are heard by any third party. Time should also be allowed for any necessary follow-up action.
Relevant	It should have a reason, it must have the right amount of detail, and it must be of interest to both the sender and receiver.
Appropriate	It should include the right information, sent to the right people, in the right way.
Interactive	It should be two-way, and engage the audience as much as possible to ensure a shared understanding. We are committed to listening and learning.

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Consistent It should be consistent with what people have heard previously from formal communication channels. Where there is change, this should be explained proactively, clearly and honestly.

5.0 Communication environment

5.1 Our current state – where are we now?

Strengths

- A dedicated, intelligent and passionate workforce.
- Lots of positive and pioneering work being done despite the challenges.
- People are starting to feel empowered to get on and try new things.
- A close-knit 'family feel'.

Challenges

- The nature of the operating environment we work in is becoming much more challenging - terrorism, cybercrime and fraud, tighter budgets, fewer staff.
- Recent re-structures and an eroding of long standing benefits.
- Change fatigue: large number of change projects and programmes to keep up with
- Uncertainty about City Futures programme and what it will achieve.
- Poor physical working environments, including IT (e.g. slow, frequent network issues) Bishopsgate, Snowhill and Wood street.
- Visibility of senior leaders not as prominent as officers, in particular, would like.

6.0 Strategic goals

Internal communications at City of London Police exists to develop a shared understanding of the force's priorities, ethics, values and its impact within the City of London and beyond. This includes a focus on:

- The 2016-2019 priorities: Counter terrorism, fraud, public order, cyber crime, safer roads, victim based crime, antisocial behaviour.
- The three shifts: People growing, empowerment, innovation.
- Our vision: Proud to deliver an exceptional policing service.
- Our values: Integrity, fairness, professionalism.
- The City Futures and other programmes, projects and initiatives.

We commit to contribute to the success of the force and the delivery of the police effectiveness, efficiency and legitimacy programme (PEEL), through leadership, staff engagement, and the CoLP leadership programme. This includes:

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- Providing useful tools to empower employees to take responsibility for their own information needs.
- Acting as a centre of excellence for the business, providing advice, support and guidance.
- Providing solutions that can flex and move quickly to the needs of the force.
- Build strong relationships and exploit synergies with key partners and stakeholders.

7.0 Success measures - how will we know how we're doing?

Internal Communications will be judged against its ability to deliver against the above strategic goals. It is important that Internal Communications is able to measure the effectiveness of its activity and plan continuous improvements. In order to do this it is committing to four main pieces of measurement:

1. **Every internal communication will have a feedback mechanism to measure its effectiveness.** This will keep Internal Communications in touch with the needs of its 'customers' and encourage them in turn to 'own' internal communications by affecting their influence over it.
2. **An internal communications forum will be set up.** This group will meet once a quarter to review the function's activities as a whole, act as a sounding board and make recommendations on specific developments and act as a control mechanism to ensure that activity meets the needs of the audience.
3. **A framework of metrics based on underlying corporate indicators (tbd) will be developed.** This will ensure that Internal Communications can be measured against specific force goals.

4. **Specific measures of employee engagement levels will be sought.** This will be achieved through a regular sensing survey and employee survey to ensure we are meeting our own targets.

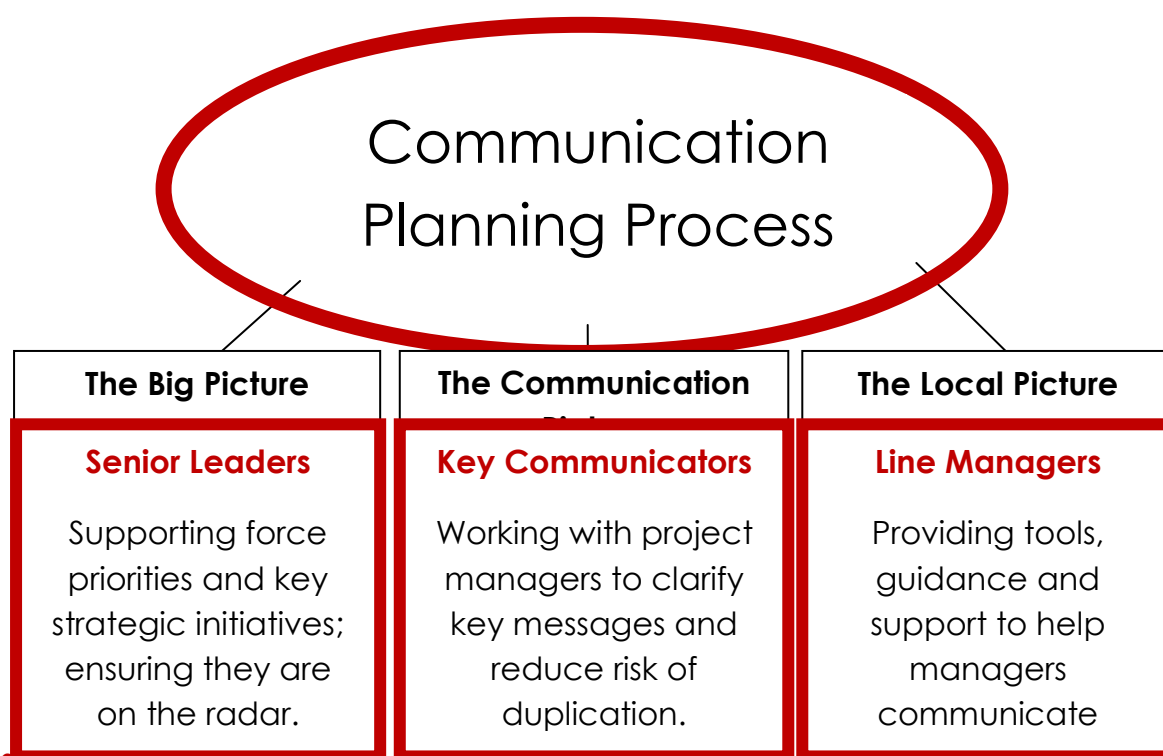
Progress will be tracked and reported to Senior Managers via the appropriate boards and/or committees.

8.0 Approach

To ensure we are focussing on the right business priorities and not overloading the organisation with messages, we will plan our communications at three levels:

1. The **big** picture – supporting force priorities and key strategic/corporate initiatives.
2. The **communications** picture – clarifying key messages with other communicators across the force to reduce the risk of duplication and confusion.
3. The **local** picture – working with line managers/team managers/supervisors to ensure common approaches to communication planning so that local activity can be prioritised and coordinated and successes are celebrated – force wide.

8.1 Communications planning process – air traffic control model



The Internal Communications function will develop and deploy the messages and channels to achieve its agreed goals and objectives and ensure that these are measured for their effectiveness.

9.1 Core script (lift speech)

It is fundamental that all employees have a shared vision and way of talking about the force to each other and to external stakeholders. This core script provides the foundation from which all internal communications messages are built.

“The City of London Police is responsible for policing the City’s business district, the ‘Square Mile’ in the historical centre of London. In addition, we hold national responsibility for Economic Crime and under this remit we are host to Action Fraud (the national fraud and cybercrime reporting service), the National Fraud Intelligence Bureau, the Insurance Fraud Enforcement Department and the Police Intellectual Property Crime

9.2 Key Messages

In addition to the core script, there are key messages which are especially pertinent to the City of London Police's current communication needs:

- The policing landscape continues to change: new threats, new crime types, and new challenges (socio-economic and political) means tough decisions.
- Our values, code of ethics and standards are at the very core of everything we do.
- The City of London Police values open, personal, timely, two-way communication –

There will be more opportunities for you to ask questions about change initiatives/processes and operational priorities.

10.0 Channel infrastructure

Channels	Audience	Frequency	Objective
Citynet	All employees	Ongoing	Inform Provide access to news, information and services to officers and staff.
This Week	All employees	Weekly	Awareness Provide a succinct round up media coverage, internal news, as well as notice of upcoming events and staff/officer special mentions.
Inforce	All employees	Bi-monthly	Inform A digital magazine designed.
Ask the AC	All employees	Twice monthly	Engage Provide staff with a platform to question the AC about things that matter to them.
Commission	All employees	Monthly	Inform and Engage A platform for the Commissioner to provide regular messages to the force. And to engage with

er's Vlog			departments via the interviews shown via the vlog.
Digital screens	All employees	Monthly	Awareness To provide monthly updates on specific initiatives or events taking place monthly.
Broadcast	Police officers	Ad hoc	Inform Broadcast officer only related information from other organisation such as the NPCC.
Proposed new channels			
Force cascade	All employees	Monthly	Awareness and Engage Force wide cascade on current operational decisions and issues. This would capture information from the chief officer team – at an organisational wide level – and focus down to team issues. A template will be designed and distribution schedule created, aligned to the Chief officer meetings.
Townhall meetings	CH Rolfe	Quarterly	Engage A coordinated presentation of the force's progress and achievements for that quarter by Commissioner, AC and Commanders. This will also include an interactive session on a force priority by either a project lead or chief officer, which will engage middle managers in day-to-day work and decision-making.
Focus on...	GYE	Ad hoc	Engage One hour presentation from an internal or external

sessions			speaker/stakeholder on a project or initiative.
Internal Comms Forum	Group of representatives	Quarterly	Engage To provide an avenue for employees to feedback on their communication requirements and IC to test/sound out any major comms coming down the line.

11.0 Audiences

The force's structure creates a range of audience segments. Each of these is a 'customer base' for Internal Communications and the function needs to ensure that it provides for their respective needs.

Audience Group	What do they need to know?	What do they want to say?
Commissioner & Asst. Commissioner	What the force is thinking and feeling.	Strategic vision and progress. Changes to the external landscape and relating these to COLP priorities and achievements.
Chief Officer team	The organisational temperature and how they may be affected by perspectives and activities in other areas of the force.	Key operational decisions. Local achievements and how these relate to the bigger picture.
Senior officers and directors, Programme & project leads	Vision, direction, operational decisions.	Promote their teams' achievements to the rest of the force.
Line Managers	Organisational information to pass on and discuss with their	Provide feedback and issues.

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	teams.	
Police Constable/ Specials and support staff	Understand how our strategic priorities translate to operational decisions and tactics, and how they affect their roles.	Raise questions, concerns and have their say, where possible.
Corporation members	Organisational information to pass on and discuss with their colleagues	Raise questions, concerns and have their say.

UPD, I&I, Crime Directorates (City)

External Media Relations Strategy 2016-17

1. Introduction

This strategy exists to support the delivery of the operational policing priorities for the Crime, Uniformed Policing, and Intelligence and Uniformed Policing Directorates and outline the supporting communications messages and methods for these areas.

This strategy is set within the context of the current aims of the organisation and details how we aspire to communicate externally with the media, and the wider public. This document will inform all external communications activity across these areas of the force.

2. Principles

The Head of Media and Press Officer for the directorates named above will employ the following principles over the coming 12 months, with a view to ensuring our media relations activities have the necessary impact with our audiences.

1. Explore and exploit best the most effective and appropriate engagement tools and technologies to provide timely, accurate and value-for-money communications.
2. Support operational activity at tactical and strategic level, as necessary, offering communications advice, guidance and input.
3. Develop the business partner model within the directorates, to ensure the force receives appropriate levels of support from the media team, including timely updates on coverage and effectiveness.

3. Priorities

The external media team will focus on engaging with relevant and influential journalists and broadcasters to develop productive relationships that result in coverage positioning the Force locally, nationally and internationally as an exceptional, relevant and essential police force within the current law enforcement landscape. In addition to enhancing the reputation of these sections of the Force, the

The communications team will support the operational requirements of the Directorates paying particular attention to the following priorities:

- To raise the profile of City of London Police's non-economic crime responsibilities in order to educate the local resident and business community, and the wider community, on the relevance and expertise of the force as a whole.
- To provide a robust and considered public appearance of the force in relation to any potential areas of risk or scrutiny, including the management of professional standards issues, Freedom of Information Act requests, and crisis communications.

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- There will be particular focus on our work in counter-terrorism and our various engagement and deterrence tactics (Operations Griffin and Argus, and Project Servator) and our work with Corporation of London to keep the City safe.
- We will also work closely with the Roads Policing team, TFL and Corporation of London to provide dedicated communications support to their aim to make the City roads safer for all users. This will involve a focus on cycle and pedestrian safety, utilising existing activity, such as Operation Atrium, and developing new communications plans to sit alongside operational activity planned by the unit.

4. Delivery

We will develop and deploy the messages and channels to achieve our agreed objectives and ensure that these are measured for their effectiveness.

It is fundamental that the media team has an agreed position of talking about the force to each other and to external media contacts. These core messages provide the foundation from which all external communications messages will be built:

Key Messages

- We are proud to deliver an exceptional policing service.
- We protect the world's leading global financial centre from terrorism and extremists.
- We work with partners to make the City's roads safer for all users.

5. Measures

The output, approach and channels employed by the external media team will be measured against the above principles to ensure the team continues to support the force values and priorities. To achieve this, it is essential that we are able to measure the effectiveness of our activity.

1. Every press release will be measured for the number of page impressions on the website, the amount and tone of coverage generated, and social media impact.
2. Communications plans will be updated monthly to show activity which has supported each of the force's priorities. This will then be communicated at Performance Management Group and the monthly Tasking meeting.
3. Summaries of successful media coverage, including analysis and data of social media impact will be circulated across the force on a weekly and monthly basis.

6. Audiences

The City of London Police press office, and the wider Corporate Communications team, serves a number of unique audiences, and the function needs to ensure that it is meeting the specific needs of each. Outlined below are two of our most important audience groups. Other audiences we will engage with would be determined by aims of specific campaigns and partners we are working with.

Audience Group	What do they need to know?	What do they want to say?
News media – local (London), stakeholder and national	How we are performing – our response to national issues, force priorities, successful cases, and crime trends	It is the role of the media to scrutinise the police – how are we performing, where are we failing, what are our plans, as well as campaigns and trends which tell a story
Chief Officer team, Directorate Heads and Corporation of London	How the force is perceived externally, any positive opportunities or areas of risk, and how this may affect us.	Publicising operational decisions as well as local achievements and how these support our objectives, promoting their teams' achievements.

7. Channels

Channels	Audience	Frequency	Objective
Press Releases (Vuelio)	All media	Daily	Inform Provide up-to-date news on court sentencings, campaigns, wanted faces, or other news and initiatives to local, national or stakeholder media.
Website (News & Appeals)	All	Daily	Inform Provide up-to-date news on court sentencings, campaigns, wanted faces, or other news and initiatives to local, national or stakeholder media.
Twitter	All	Daily	Inform Provide up-to-date news on court sentencings, campaigns, wanted faces, or other news and initiatives to local, national or stakeholder media.
Facebook	Local community	Every 1-2 days	Awareness To provide regular updates on specific initiatives or events taking place in the community.
YouTube	All	Ad hoc	Awareness To provide regular updates on specific initiatives or events taking place in the community.
Media Interviews	All	Ad hoc	Inform To provide more specific, enhanced detail and analysis on particular topics.

APPENDIX 3

Media briefing events	All	Ad hoc	Inform To provide more specific, enhanced detail and analysis on particular topics.
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Economic Crime Directorate

External Media Relations Strategy 2016-17

1. Introduction

This strategy exists to support the delivery of the operational policing priorities for the Economic Crime Directorate and outline the supporting communications messages and methods to support its national and local responsibilities.

This strategy is set within the context of the current aims of the organisation and details how we aspire to communicate externally with the media, and the wider public. This document will inform all external communications activity across this area of the force.

2. Principles

The Head of Media, Communications Manager, Digital Communications Manager and Communication Officers for Economic Crime will employ the following principles over the coming 12 months, with a view to ensuring our media relations activities have the necessary impact with our wide and varied audiences.

1. Explore and exploit best the most effective and appropriate engagement tools and technologies to provide timely, accurate and value-for-money communications.
2. Support operational activity at tactical and strategic level, as necessary, offering communications advice, guidance and input.
3. Develop the business partner model within the directorate, to ensure the directorate receives appropriate levels of support from the ECD media team, including timely updates on coverage and effectiveness.

3. Priorities

The ECD media team will focus on engaging with relevant and influential journalists and broadcasters, across a range of topic areas, to develop productive relationships that result in coverage positioning the Force locally, nationally and internationally as an exceptional, relevant and essential police force within the current law enforcement landscape. In addition to enhancing the reputation of the Force, the Communications team will support the operational requirements of the Directorate paying particular attention to the following priorities.

- To raise the profile of City of London Police's National economic crime responsibilities in order to educate communities across the UK on fraud and other economic crimes and how to avoid and prevent these crimes.
- To work with partners and industry to enhance our message, utilising existing partnerships and establishing new ones, with particular focus on the Joint Fraud Task Force (JFTF), in a drive to ensure message penetration to all communities, including the hard to reach and those deemed to be at risk.

APPENDIX 4

- Support the launch of the new Action Fraud system with a suite of communications materials for public, law enforcement, government, media and our internal audiences.

4. Delivery

We will develop channels and deploy messages to achieve our agreed objectives and ensure that these are measured for their effectiveness.

It is fundamental that the ECD Communications team has an agreed position when talking about the force with other law enforcement, partners and to external media contacts. These core messages provide the foundation from which all external communications messages will be built:

Key Messages

- We are proud to deliver an exceptional service leading the police response to fraud, nationally.
- Fraud is the fastest growing crime in the UK. The work of the Economic Crime Directorate with police forces (across the UK and internationally), government agencies and the private sector, to educate communities on how to avoid becoming a victim of fraud, is vital.
- We develop innovative solutions to preventing fraud, utilising the wealth of information made available via Action Fraud (the country's first national crime reporting centre) and other units within the Directorate, such as the insurance fraud enforcement department.

5. Measures

The output, approach and channels employed by the ECD Communications team will be measured against the above principles to ensure the team continues to support the force values. To achieve this, it is essential that we are able to measure the effectiveness of our activity.

1. Every press release will be measured for the number of page impressions on the website, the amount and tone of coverage generated, and social media impact.
2. Summaries of successful media coverage and social media impact, including analysis and data, will be circulated across the force on a weekly and monthly basis.
3. Campaigns will be evaluated for reach, impact and value-for-money, with evaluation being made available to the ECD SMT and other relevant officers.

6. Audiences

The City of London Police press office, and the wider Corporate Communications team, serves a number of unique audiences, and the function needs to ensure that it is meeting the specific needs of each. Below is an example of two of the audience groups we seek to engage with and influence. Beyond these two, force audiences are wide and diverse, dependent on the focus of a particular campaign and partners engaged with.

Audience Group	What do they need to know?	What do they want to say?
News media – local (London), stakeholder and national	How we are performing – our response to national issues, force priorities, successful cases, and crime trends	It is the role of the media to scrutinise the police – how are we performing, where are we failing, what are our plans, as well as campaigns and trends which tell a story
Politicians	How the force is perceived externally, any positive opportunities and good work. How we engage with victims.	Information on progress against the current fraud threat including partnership work. Information on fraud and its impact.

7. Channels –

Channels	Audience	Frequency	Objective
Press Releases (Vuelio)	All media	Daily	Inform Provide up-to-date news on court sentencings, campaigns, wanted faces, or other news and initiatives to local, national or stakeholder media.
Website (News & Appeals)	All	Daily	Inform Provide up-to-date news on court sentencings, campaigns, wanted faces, or other news and initiatives to local, national or stakeholder media.
Twitter	All	Daily	Inform Provide up-to-date news on court sentencings, campaigns, wanted faces, or other news and initiatives to local, national or stakeholder media.
Facebook	Local community	Every 1-2 days	Awareness To provide regular updates on specific initiatives or events taking place in the local community.
YouTube	All	Ad hoc	Awareness To provide regular updates on specific initiatives, campaigns or events taking place.
Media Interviews	All	Ad hoc	Inform To provide more specific, enhanced detail and analysis on particular topics.

APPENDIX 4

Media briefing events	All	Ad hoc	Inform To provide more specific, enhanced detail and analysis on particular topics.
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Digital Strategy

1.0 Introduction

The Digital Strategy exists to support the delivery of the City of London Police External Communications Strategy and operational priorities, with the understanding that the digital channels we use are a key means of communicating with external audiences.

Internally the Digital strategy supports channels for staff engagement and communication, providing space and tools for teams and directorates to manage information feeds and outputs. It also explores opportunities to utilise video, via Citynet and other channels. The Internal Communications strategy goes into more detail of this work.

Objectives

- Support operational priorities
Counter terrorism, fraud, public order, cyber crime, safer roads, victim based crime, antisocial behaviour
- Engage effectively with stakeholders
Warn and inform, campaign engagement, education
- Demonstrate the success of our work
Proud to deliver an exceptional policing service
- Ensure people understand what we do
A unique police force with both local and national capability
- Change behaviour and perceptions where necessary
Building trust

Target Audience

- Residents
- Business community – Both large and Small Medium Enterprise (SME)
- Visitors to the City of London

4.0 Approach (Channels)

Social Media

Channels

Not limited to but current channels are Twitter, Facebook and YouTube, with a pilot in place for Periscope

Objectives

WARN & INFORM the public and businesses about incidents and disruptions in the City.

ENGAGE audiences by providing relevant information and advice, including latest news, crime prevention, success stories and campaign support (City of London Police (CoLP) and national).

SUPPORT operational priorities by scheduling posts that are aligned with each priority.

LISTEN and LEARN by monitoring our social media accounts to understand audience sentiment. Engaging in conversation when appropriate.

Evaluation (Measuring success)

Social media activity will be measured monthly to highlight which posts and which topics audiences engage with most. This insight will enable the Digital team to understand the needs of 'customers' helping to shape the way in which social media is delivered.

Campaigns evaluation

At the end of each campaign there will be a full evaluation of the social media activity and approach taken. This will help measure success and also provide learning points to ensure the success of future campaigns.

Website

Objectives

WARN & INFORM the public and businesses about incidents and disruptions in the City.

Provide **INFORMATION** about the City of London Police.

Enable **ACCESS TO SERVICES** delivered by the City of London Police.

Evaluation (Measuring success)

Website activity will be measured monthly to gain insight into what sections of the website are engaged with the most.

This will be broken down into the following:

- **Breadth** – Number of visitors, visits, page views
- **Depth** – Pages per visit, average duration, time on page, bounce rate
- **Loyalty** – New versus returning visitors
- **Transactions** – Number visits that resulted in access to one of our online services e.g. crime report, general enquiry, stop and search enquiry,

Feedback mechanisms are also in place for online crime reporting and general website feedback, and will be used as learning points to improve online services.

Email

Objectives

Provide audiences with **REGULAR UPDATES** including Countering Terrorism and security, crime prevention, upcoming events and latest City of London Police news.

Evaluation

Audience engagement will be measured after each fortnightly email update.

This will be broken down into the following:

- Email opens
- Links clicked to further content
- Number of new subscribers
- Number of 'customers' unsubscribed

Results from the user data collected will be used to improve future email updates.

Committee(s): Police Committee	Date: 3 rd November 2016
Subject: HMIC Recommendations- Stop and Search Powers 2 Update	Public
Report of: Commissioner of Police Pol 51-16	For Information
Report authors: A/ Superintendent William Duffy Uniformed Policing Directorate	

Summary

This report provides an overview and update on Her Majesty’s Inspectorate of Constabulary (HMIC) Recommendations from HMIC Report *Stop and Search Powers 2: are the police using them effectively and fairly?* published in 2015. Stop / search impacts upon public trust and confidence and has been the link to a number of high profile incidents.

There were two Recommendations from this inspection which require Forces to:

- i) *“record all searches which involve the removal of more than an outer coat, jacket or gloves (JOG)”*

- ii) *“put in place a process to report, at least once a year, the information they get from recording searches that involve the removal of more than an outer coat, jacket or gloves to their respective police and crime commissioners and to any community representatives who are engaged in the scrutiny of the use of stop and search powers.....”*

In terms of Community Scrutiny, the Force has established a new Community Scrutiny Group, focused not just on stop and search, as was previously the case, but also on use of force and deployment of Taser. This group has community membership, Lead Member for Vulnerability and Safeguarding, Nick Bensted-Smith, and a member of the Independent Advisory Group.

Previously the Force recorded Stop / Search on paper records. From November 2016 the new electronic hand held devices will record all information involving stop/ searches automatically. This allows prompt and accurate collection of data, reduces the time persons are detained, reduces errors and highlights any trends in crime, powers used or persons stopped. This will allow a clear picture of trends or highlight any significant issues in relation to the use of stop search going forward.

Data collected from January 2016 to September 2016 on this issue shows that the Force has a low number stop/ searches where individuals have been required to *remove more than an outer coat, jacket or gloves. From a total of 991 stops 23 were categorised as JOG (2.3%); these were all male with none being children or young persons.*

Of the 23 stop/ searched in the JOG category, 5 resulted in arrest (21%), 2 received cannabis warnings (8.5%) and 16 resulted in no further police action (69.5%). There was no direct comparison available with the Metropolitan Police Service (MPS) as their JOG data has only been collated and made available since June 2016.

However for Members interest the link to this data is below.¹ A full breakdown of each CoLP incident for the reporting period where more than jacket, outer coat and gloves were removed can be found at Appendix 2.

A short update on the Best Use of Stop and Search Scheme is also provided for information.

Recommendations

Members are asked to:

- Note the report.
- Endorse report format and data for annual update.

Main Report

Background

1. The authority to stop and search comes from the Police and Criminal Evidence Act 1984 (PACE). This power is governed by Code A (PACE). The Force is also a voluntary member of the Home Office Best Use of Stop Search Scheme (BUSS) which sets out a number of recommendations in relation to monitoring stop search, increased engagement with the community and a visible and transparent approach to what stop search involves. In 2015, HMIC published a report – Stop and Search Powers 2: are the police using them effectively and fairly? which included the following recommendations:

Recommendation 7

Chief constables should require their officers to record all searches which involve the removal of more than an outer coat, jacket or gloves. This record must specify: the clothing that was removed; the age of the person searched; whether the removal of clothing revealed intimate parts of the person's body; the location of the search including whether or not it was conducted in public view; and the sex of the officers present.

Recommendation 10

Chief constables should put in place a process to report, at least once a year, the information they get from recording searches that involve the removal of more than an outer coat, jacket or gloves to their respective police and crime commissioners and to any community representatives who are engaged in the scrutiny of the use of stop and search powers to help them assess whether these searches are lawful, necessary and appropriate.

2. Regular reports on progress against HMIC Recommendations are submitted to your Police Performance and Resource Management Sub Committee.

¹ http://www.met.police.uk/foi/units/stop_and_search.htm

Current Position

3. This update is provided to fulfil the HMIC recommendations to report to the Police Authority.
4. The Force re-aligned two discrete service areas into one new working group earlier this year - : *The Stop Search and Use of Force Working Group*, recognising the additional work required to improve the Force's response to stop /search. The group work to progress action plans to improve scrutiny and transparency of data. A stop/search action plan has been developed and progress is monitored and updated monthly by the working group. The data produced for the group is in the process of being made available for viewing on the Force website.
5. The Force has also established a new Community Scrutiny Group, focused not just on stop and search as was previously the case, but also on use of force and deployment of Taser. This group has community membership, Lead Member for Vulnerability and Safeguarding, Nick Bensted-Smith, and a member of the Independent Advisory Group. Other members are actively being sought. The Terms of Reference for this group are published on the Force Website at <https://www.cityoflondon.police.uk/about-us/your-right-to-information/stopandsearch/Documents/stopandsearch-community-scrutiny-group-termsofreference.pdf>
6. Previously the Force recorded Stop / Search on paper records. Each record was supervised and submitted for data collection which is published on the CoLP and Home Office websites. The Force has now moved to electronic hand held devices which have the HMIC / Home Office approved stop/ search forms embedded within the software. All paper records have now been removed and kept as a contingency. From November 2016 the new electronic hand held devices will record all information involving stop/ searches automatically. This allows prompt and accurate collection of data, reduces the time persons are detained, reduces errors and highlights any trends in crime, powers used or persons stopped. This will allow a clear picture of trends or highlight any significant issues in relation to the use of stop search going forward. (Appendix 1 – Stop Search Electronic Format Screen Shot).

Legal Framework

Section 3.5 Police and Criminal Evidence Act 1984

7. There is no power to require a person to remove any clothing in public other than an outer coat, jacket or gloves, except under section 60AA of the Criminal Justice and Public Order Act 1994 (which empowers a constable to require a person to remove any item worn to conceal identity). A search in public of a person's clothing which has not been removed must be restricted to superficial examination of outer garments. This does not, however, prevent an officer from placing his or her hand inside the pockets of the outer clothing,

or feeling round the inside of collars, socks and shoes if this is reasonably necessary in the circumstances to look for the object of the search or to remove and examine any item reasonably suspected to be the object of the search. For the same reasons, subject to the restrictions on the removal of headgear, a person's hair may also be searched in public.

Stop Search Powers utilised over the period January 2016 – September 2016

Section 1 PACE – Stolen or prohibited articles

Section 23 Misuse Drugs Act – Controlled substance

Analysis overview

8. The below table details the total numbers of stops, Male/ Female and number with more than Jacket, outer coat or gloves (JOG) removed. All those in the category were male and there were no children or young persons. As a percentage of total stop/ searches, the JOG category accounted for 2.3% or all stop/searches.

Month	Total Stop Search Conducted	Male	Female	More than JOG Removed M/F	Children / Young Person
January 2016	150	140	10	2M	0
February 2016	103	94	9	3M	0
March 2016	118	104	9	3M	0
April 2016	108	95	13	1M	0
May 2016	100	96	4	2M	0
June 2016	100	92	8	1M	0
July 2016	98	95	3	3M	0
August 2016	122	117	5	3M	0
September 2016	92	91	1	5M	0
Total	991*	924	62	23	0

*5 undefined M or F

Outcomes

9. Of the 23 stop/ searched in the JOG category, 5 resulted in arrest (21%), 2 received cannabis warnings (8.5%) and 16 resulted in no further police action (69.5%). There was no direct comparison available with the Metropolitan Police Service (MPS) as their JOG data has only been collated and made available since June 2016. However for Members interest the link to this data is below.² A full breakdown of each CoLP incident for the reporting period where more that jacket, outer coat and gloves were removed can be found at Appendix 2.

² http://www.met.police.uk/foi/units/stop_and_search.htm

Update on compliance with Best Use of Stop and Search Scheme

10. The CoLP HMIC PEEL Police Legitimacy 2015 report published in February 2016 reported that the Force was non compliant with some elements of the Best Use of Stop and Search (BUSS) scheme.
11. However, the Force has made a number of improvements in order to regain compliance including, outcome data is now published on the force external website (with April 16 to June's data now available). This data specifically references KHAT (drug) with a nil return³; and as aforementioned regarding improved independent scrutiny through the Community Scrutiny Group which has been re-invigorated; in terms of using powers, immediate refresher training has been conducted particularly around 'Grounds' with news articles published and following a report to the Force Training Improvement Board the new Stop and Search training has been mandated and is programmed for delivery (classroom element) with NCALT modules being completed in advance.
12. The HMIC have recently contacted Forces to advise of possible re-inspection in November/ December for Stop and Search, based on a desk top review of documents and evidence that the Force will provide them with. Full details of the HMIC inspection recommendations are reported quarterly to your Police Performance and Resource Management Sub Committee who monitor progress for areas for improvement.

Conclusion

13. Members are invited to note the Force's current position on the HMIC recommendations in Stop and Search Powers 2: are the police using them effectively and fairly? This is the first report in this format, recognising that transparency and confidence of process improves legitimacy. The data presented in this report will provide a baseline against which future annual reports can be considered, allowing a comparison to be made and potential issues or trends highlighted.
14. The Force only sees a relatively small number of occasions when clothing needs to be removed beyond that of jacket, outer coat and gloves (JOG). The monitoring and collection of this data will now be electronic which will allow a faster intergration of the procedure and highlight any trends or misuse.

³ <https://www.cityoflondon.police.uk/about-us/your-right-to-information/stopandsearch/Documents/stopandsearch-data-Q1.pdf>

Appendix 1

Pronto CoLP — 12817p (Training)

Home Search Finish Stop Copy To More

Stop - Not Complete

Incident Details **Stop/Search Details** Person Vehicle Location

Date/time search started 15:57 10/10/2016 Choose

Nature of Stop

Account or search type?

- Driver
- Passenger
- Pedal cyclist
- Pedestrian
- Vehicle
- Unattended vehicle

Stopped under ANPR Yes No

Power

Clothing removed? Yes No ?

More than jacket, outer coat or gloves? Yes No

Detail clothing removed

Intimate parts exposed? Yes No ?

In public view? Yes No

Location

Sex of officers present

Details

Object of search:

Reason/grounds/authority of stop

Criteria

Items recovered? Yes No

Injury caused? Yes No

Arrested? Yes No

Additional information

Officer Signature Unsigned Sign

Date/time search ended Now Choose

Copy requested? Yes No

Supervisor department Response Group (UPD)

Supervisor sub department

Pronto CoLP — 12817p (Training)

Home Search Finish Stop Copy To More

Stop - Not Complete

Incident Details Stop/Search Details **Person** Vehicle Location

Person details

Title

Forename(s)

Surname

Date of birth known? Yes No

Date of birth Choose

Age

Address known? Yes

City of London resident? Yes No

Address

House number

House name

Address line 1

Address line 2

Town

County

Country United Kingdom

Postcode

Height

Appendix 2 – Breakdown of each month January 2016

January 2016

Number of searches which more than outer clothing removed = 2

- a) Section 1 PACE, removed from public search for stolen items
Male Chinese IC5, year of birth 1980 age 36yrs No items found. No further police action
- b) S.23 Misuse Drugs Act, removed from public to Bishopsgate Police station for strip search No items found. No further police action
Male IC4 year of birth 1989 age 27yrs No items found. No further police action

February 2016

Number of searches which more than outer clothing removed 3

- a) Section 1 PACE, removed from public for search for counterfeit Money
Male IC1 year of birth 1988 age 28yrs Arrested Counterfeit money (Fraud)
- b) Section 23 Misuse Drugs Act, removed from public for search

Male IC4 year of birth 1981 age 26yrs No items found. No further police action

c) Section 23 Misuse Drugs Act, removed from public for search
Male IC1 year of birth 1993 age 23yrs Arrested

March 2016

Number of searches which more than outer clothing removed 3

a) Section 23 Misuse Drugs Act, removed from public for search
Male IC3 year of birth 1981 age 25yrs Cannabis Street warning

b) Section 23 Misuse Drugs Act, removed from public for search
Male IC1 year of birth 1986 age 20yrs No items found. No further police action

c) Section 23 Misuse Drugs Act, removed from public for search
Male IC1 year of birth 1997 age 19yrs Arrested

April 2016

Number of searches which more than outer clothing removed 1

a) Section 23 Misuse Drugs Act, removed from public view to van for search
Male IC3 year of birth 1992 age 24yrs Arrested

May 2016

Number of searches which more than outer clothing removed 2

a) Section 23 Misuse Drugs Act, removed from public view to van for search
Male IC3 year of birth 1992 age 24yrs Arrested

b) Section 23 Misuse Drugs Act removed all clothing at custody Bishopsgate
Male IC1 year of birth 1989 age 27 No items found No further police action

June 2016

Number of searches which more than outer clothing removed 1

a) Section 23 Misuse Drugs Act, removed from public view to van for search,
tracksuit top and bottoms removed
Male IC3 year of birth 1992 age 24yrs No items found No further police action

July 2016

Number of searches which more than outer clothing removed 3

- a) Section 23 Misuse Drugs Act, removed from public view to Bishopsgate Police Station No items found No further police action
Male IC4 year of birth 1991 age 25yrs
- b) Section 23 Misuse Drugs Act, removed from public view to Bishopsgate Police Station Cannabis warning
Male IC4 year of birth 1992 age 24yrs
- c) Section 23 Misuse Drugs Act, removed from public view to Police Van
Male IC4 year of birth 1997 age 19yrs No items found No further police action

August 2016

Number of searches which more than outer clothing removed 3

- a)Section 23 Misuse Drugs Act, removed from public for search at Bishopsgate police station custody Male IC3 year of birth 1996 age 20yrs No items found. No further police action
- b)Section 23 Misuse Drugs Act, removed from public for search Bishopsgate police station custody
Male IC1 year of birth 1990 age 26 yrs No items found. No further police action
- c) Section 23 Misuse Drugs Act, removed from public for search Bishopsgate police station interview room
Male IC3 year of birth 1994 age 22 yrs No items found. No further police action

September 2016

Number of searches which more than outer clothing removed 5

- a) Section 23 Misuse Drugs Act, removed from public for search at Bishopsgate police station Male IC1 year of birth 1991 age 25yrs No items found. No further police action
- b) Section 23 Misuse Drugs Act , removed from public view for search Bishopsgate police station Male IC1 year of birth 1992 age 23 yrs No items found. No further police action
- c) Section 23 Misuse Drugs Act , removed from public for search police van
Male IC1 year of birth 1994 age 22 yrs No items found. No further police action
- d) Section 23 Misuse Drugs Act, removed from public for search Bishopsgate police station interview room
Male IC1 year of birth 1992 age 23 yrs No items found. No further police action
- e) Section 1 PACE removed from public for search

Male IC4 year of birth 1995 age 21 yrs No items found. No further police action

These figures have been taken from Force system PRONTO & a manual trawl of hard copies.

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Committee(s): Police	Date: 03/11/2016	Item no.
Subject: 2016/17 Budget Monitoring Report for the period ending September 2016		Public
Report of: The Chamberlain and The Commissioner of Police		For Information

Summary

As a result of higher than expected spending the Force's 2016/17 revenue outturn requires a net transfer from the Police General Reserves of £1.2m. This represents an overall increase of £1.2m compared to the latest budget approved by the Police Committee in January 2016, which envisaged a nil drawdown from General Reserves. The impact of this adjustment is a revised balance on the Police General Reserve of £2.9m as at 31 March 2017.

This midyear forecast signifies a more challenging position for the Force in light of the need to identify future efficiencies and cost reductions to provide a balanced budget for 2017/18 and 2018/19.

Recommendation

Members are asked to note the report.

Main Report

Midyear Budget Position for 2016/17

1. The budget anticipates a transfer from general reserves of £1.2m as a result of additional costs and reduced income forecasts from the Economic Crime Academy. This is an overall increase in the requirement to transfer from reserves of £1.2m.
2. Also during the year there has been a call on other police reserves namely the Proceeds from Crime Act reserve also known as POCA amounting to £0.9m.

Table 1: Summary of 2016/17 Projected Outturn of Revenue Income and Expenditure against Budget

	2016/17 Original Budget	2016/17 Projected Outturn	2016/17 Variation (Better)/ Worse
	£m	£m	£m
City of London Police: Commissioner's Budget			
Total Gross Expenditure	117.4	119.5	2.1
Total Gross Income	-53.8	-53.8	0.0
Total Net Expenditure before use of reserves	63.6	65.7	2.1
Planned Transfer from Reserves			
General	0.0	-1.2	-1.2
POCA	0.0	-0.9	-0.9
	63.6	63.6	0.0
Forecasted Reserves at 31 March 2017			
General	-4.1	-2.9	1.2
POCA	-3.6	-2.6	0.9
Total Reserves	-7.7	-5.6	2.1

Outturn for 2016/17*Revenue*

3. The additional net revenue expenditure put the Force in a position of needing to make an additional draw down on total reserves of £2.1m.
4. The £1.2m required from the General Reserve is due mainly to increased commitments following the outcome of legislative changes impacting employee pay, capital commitments funded from revenue, revised downward income forecasts for the Economic Crime Academy, unbudgeted costs arising from the new contract for the Ring of Steel managed service and an unbudgeted adjustment to pension funding from the Home office. The impact of increased pressures is partially offset by unbudgeted additional Policing Grants amounting to £0.6m.

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	2016/17
	£m
<i>Area of Pressure:</i>	
New contract for the Ring of Steel managed service	0.18
Capital commitments carried forward	0.55
Police Pension Scheme impact of higher than planned contribution	0.42
Reduction in income on Economic Crime Academy	0.28
Legal settlement & funding new rules for federated ranks	0.22
Other net variations	0.11
Less additional policing grant for 2016/17 & other variations	-0.59
Additional transfer from General Reserve	1.17

5. The Chief Officer Team are presently in discussion with the Chamberlain to agree a package of mitigating measures to manage arising pressures which include scoping opportunities to deliver efficiencies over and above the 2016/17 built in budgeted level of 8% of core net budget requirement, which was realised through the adoption of a vacancy and efficiency target for staff and officers. It should be noted that we have net variations as referred in paragraph 4 that currently result in a 2% worsening of the force's original position..
6. It should be noted that the forecast does not take account of any net additional revenue costs of operating the interim estate during the decant phase of the Police Accommodation Strategy. These costs are currently being assessed and, once finalised, the budget will be adjusted.
7. During the financial year, the Force allocated £0.9m of reserves from the Proceeds of Crime Act (POCA) to mainly fund the Case Custody Crime and Intelligence implementation. Provisional costing for collaborative niche implementation is £4.1m however it is anticipated that solution will deliver total savings of £0.9m by 2021/22.
8. The force committed in the January report to reduce its establishment to 700 police officer and 410 police staff posts. These numbers were projected to further reduce by the inclusion of vacancy targets to 690 officer posts and 385 police staff posts. The officer targets were revised following the January committee to 710 posts to deliver firearms capability and resilience. The police staff posts are currently 16 posts above the target at 426 posts against force strength of 408. For reasons of operational resilience and dependencies on IT improvements it is not possible to achieve the required reductions until 2017/18. In relation to police officer posts, these are currently 10 posts above target. The policing environment is dynamic and at this present time it may not be operationally feasible to reduce headcount to the approved level within this planning period due to increasing risk, threat and harm indicators, which require future growth.

Capital

9. The projected outturn for 2016/17 Capital Programme gross expenditure is £3.0m, £1.0m (see table 3) more than the Capital Budget of £2.0m approved

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by the Police Committee in January 2016. Appendix 1 shows the current capital programme forecast position for 2016/17.

10. The increased capital expenditure is mainly the result of successful bidding to Police Innovation Fund and the subsequent award of additional funding from the Home Office of £0.5m to deliver a variety of innovative projects. Additional necessary capital expenditure arising during 2016/17 includes Ring of Steel video management system £0.2m; Network Update and Data Storage £0.1m; and, other net adjustments of £0.2m. The force was notified of lower than anticipated level of home office capital grant increasing pressures by £0.2m. Table 3 below outlines the summary of actual capital expenditure in 2016/17 against original budget.

	2016/17 Budget £m	2016/17 Projected Outturn £m	2016/17 Variation (Better)/Worse £m
Total Gross Expenditure	2.0	3.0	1.0
Home Office Capital Grants	-0.7	-0.5	0.2
Net Capital Expenditure	1.3	2.5	1.2
<i>Revenue Contributions</i>	<i>-1.3</i>	<i>-2.3</i>	<i>-1.0</i>
(Funding Available) / Funding Gap	0.0	0.2	0.2

11. The force is working on existing national timeframes to deliver the new Emergency Services Network (ESN) and is currently looking to put in place an experienced project team to deliver this cross-government programme to replace the existing mobile communications service for the four emergency services (police, fire and rescue, ambulance and coastguard) and other public safety users. This national requirement is significant and the investment to finance the delivery is currently unfunded across the medium term forecasts.
12. ESN uses 4G as the platform which it is anticipated will not only drive down costs but also allows users to communicate even under the most challenging circumstances. ESN will be a mobile communications network with extensive coverage, high resilience, appropriate security and public safety functionality.
13. Current contracts provided by Airwave expire between 2016 and 2020 and cannot readily or efficiently be extended. Users within the emergency services are increasing requiring broadband data (not just voice communications) to support operational transformation. The intended scope of ESN will include 44 police forces, 50 fire and rescue services (including those in Scotland and Wales) and 13 Ambulance Trusts. A range of other civil contingency user organisations will also join ESN as second tier users.
14. The cost of delivering ESN is beginning to trickle into 2016/17 budgets but is contained for this year only. This mandatory programme will create additional budgetary pressure as the medium term planning period progresses.

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15. Assumptions have been made on the available funding and indicative projects for the next five years to 2021/22 it is clear that the Custody, Case File, Crime and Intelligence (CCCI) and ESN programmes will require the largest share of available funding and cannot be managed from the force's business as usual revenue allocation and will require specific funding.

16. Reserves

The forecasted balances of the Police General and POCA reserves by the 31 March 2017 are anticipated at £2.9m and £2.6m respectively.

Conclusion

17. The projected outturn for the year signifies a more challenging position for the Force in light of the need to identify future efficiencies and cost reductions to provide a balanced budget for 2017/18 and 2018/19.

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Appendix 1 – Capital Programme

Project Name	2016/17 Forecast
Expenditure	£'000
Police Innovation Fund	529
Network Refresh & Upgrade' and 'Data Storage & Application Hosting'	143
Crime Recording and Intelligence System	708
Vehicle Replacement Programme	332
Ring of Steel (Video Management System)	360
Ring of Steel River Cameras	237
HR Upgrade	44
Infrastructure Refresh	150
ESN (Airwave Replacement - ESMCP)	469
Total Programme Expenditure	2,972
Funded By	
Home Office Grant 2015/16 - Not Applied	(122)
Home Office Capital Grant *	(400)
Revenue Contribution	(1,000)
Home Office - PIF Allocation	(529)
Funding from 15/16 programmes carried forward	(551)
Bridge House Trust contribution to Ring of Steel river cameras	(237)
Total Income	(2,839)
(Funding Available) / Funding Gap	133

* Notification received in Feb 16 of the revised 2016/17 funding

RCCO set at the approved Jan 16 level and will be changed through the appropriate governance process to reflect Ring of Steel funding.

Committee	Dated:
Police Committee – For Information	03/11/2016
Subject: Uninsured Risk in Collaboration Agreements	Public
Report of: Chamberlain	For Information
Report author: Connie Dale and Oliver Bolton	

Summary

Since the abolition of the Association of Chief Police Officers, there have been a number of collaboration agreements relating to national functions for the police service, which have included inadequate indemnity and insurance provisions.

As many of the clauses currently stand, all forces signing up to the agreements are exposed to an unquantified level of financial risk with a lack of clarity on the risks and liabilities the host force is willing to be indemnified for and what risks, if any, they are taking on themselves. Further to this, there remain uninsurable liabilities that all forces would have to meet from their own budgets.

The Chairman of the Police Committee has written to the Chairman of the National Police Chief's Council to raise the issue and propose a solution to be considered for future agreements.

Recommendation

Members are asked to:

- Note the report and the actions underway to address the issue

Main Report

Background

1. Since the abolition of the Association of Chief Police Officers (ACPO), there have been a number of collaboration agreements circulated across the police service to ensure that critical national functions are continued and there are no gaps in the operational capabilities of the service. The new dominant model for provision of national services is for one force to act as host and other forces to be signatories to an agreement with that force.
2. Previously, ACPO, being a separate legal entity, carried insurance for the liabilities arising out of its activities including the functions it carried out nationally and the cost covered centrally. Some functions of ACPO have been assumed by

the NPCC and others are being delivered by host forces, with separate collaboration agreements applying to each function. Within the agreements, host forces have sought to limit their exposure to risks and liabilities and share the potential costs with the participating forces. However, this has led to inconsistent, complex clauses being drafted which in some cases are conflicting and lack coherence. Additionally, many of the clauses are unclear as to what risks and liabilities the host force wants to be indemnified for and what risks, if any, they are taking on themselves. There also remain uninsurable liabilities, which exist purely by virtue of the agreement and that all forces would have to meet from their own budgets. This issue alone creates an increasing and serious risk for the service.

3. During the initial period following the abolition of ACPO, there was rightly some urgency to ensuring that critical national functions were continued and the agreements were approved despite these inadequacies. However, it is now time to address this issue and at least ensure that future agreements have appropriate and fair insurance provisions.

Current Position

4. The Chairman of the Police Committee has written to the Chairman of the NPCC, Sara Thornton, to raise this issue (letter at Annex A), copied to APCC and HMIC. In the letter, it is proposed that standard, common clauses are drafted whereby the host force effects liability insurance and splits this cost across all forces. Where liabilities are uninsured or uninsurable for the host force, only then should they look for indemnity from the other signatory forces and then, not in circumstances where liability arises because the host force is itself negligent. The NPCC should then seek a commitment from forces that these terms are used in future agreements.
5. The current provisions do not provide adequate cover and while the risk of an event triggering the clauses in any one agreement is small, the risk is compounded as more agreements are signed and the quantum of the liability is unknown, and could be significant.

Conclusion

6. A deficiency in the terms of the current collaboration agreements has been identified by the City of London Corporation. The matter has been raised by the Chairman with the NPCC suggesting an appropriate solution and we await their response.

Appendices

- Annex 1 – Letter to Sara Thornton, Chairman of the National Police Chiefs' Council

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Chairman of the Police Committee
Douglas Barrow



Sara Thornton CBE QPM
Chair, National Police Chiefs' Council
1st Floor,
10 Victoria Street,
London,
SW1H 0NN

Email douglas.barrow@cityoflondon.gov.uk

Date 07 October 2016

Dear *Sam*,

I am writing to you with regard to the insurance provisions that subsist in many of the national collaboration agreements that have been circulated since the establishment of the National Police Chiefs' Council.

In particular, I have a serious concern that the clauses found in many of the agreements require significant revision as the existing drafting is overly complex, in some cases conflicting and lacks coherence. As drafted, many of the clauses are unclear as to what risks and liabilities the host force wants to be indemnified for and what risks, if any, they are taking on themselves. There also remain uninsurable liabilities, which exist purely by virtue of the agreement and that all forces would have to meet from their own budgets. This issue alone, creates an increasing and serious risk for the service.

Our proposed solution would be to have simple, common clauses whereby the host force effects liability insurance and splits this cost across all forces. Where liabilities are uninsured or uninsurable for the host force, only then should they look for indemnity from the other signatory forces and then, not in circumstances where liability arises because the host force is itself negligent.

I appreciate that while not all collaboration agreements derive from the NPCC, I believe this body is in the best position to require national collaboration agreements to adhere to a common agreed position on insurance.

I would also add, that while there was some urgency to signing earlier agreements to ensure that functions previously carried out by ACPO could continue, I think it appropriate now to review these clauses, especially if a common wording could be agreed (with insurance brokers) for what can and cannot be insured, which could then be used in all agreements going forward. I strongly believe the risk of leaving this until an event triggers these clauses and addressing the issue then is too great to accept.

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While this might not be an 'easy fix', the problem is not insurmountable and I believe one that could benefit from involving the few brokers who provide insurance for the police service, to ensure we deliver something that is ultimately workable and fair to all concerned.

I am copying this letter to Sir Tom Winsor, Nazir Afzal and Ian Dyson QPM.

Yours sincerely,

A handwritten signature in black ink, consisting of a large, stylized 'D' followed by a long horizontal stroke that ends in a small loop.

Doug Barrow
Chairman of the City of London Police Committee

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