



Police Committee

Date: WEDNESDAY, 18 JANUARY 2017
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on
 - a) Police Committee on 15 December 2016 (Pages 1 - 8)
For Decision
 - b) Performance and Resource Management Sub-Committee on 30 November (Pages 9 - 16)
For Information
4. **OUTSTANDING REFERENCES**
Report of the Town Clerk.
For Information
(Pages 17 - 20)
5. **REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**
Report of the Town Clerk.
For Decision
(Pages 21 - 24)
6. **APPOINTMENT OF EXTERNAL MEMBER**
Report of the Town Clerk.
For Decision
(Pages 25 - 38)
7. **SPECIAL INTEREST AREA UPDATES**
The rota for Special Interest Area Updates is attached.
For Information
(Pages 39 - 40)
 - a) Business Improvement & Change and Performance & Risk Management (DB)
 - b) Professional Standards and Integrity (AG)
 - c) Accommodation and Infrastructure (JT)
 - d) Any Other Special Interest Area Updates

8. **DRAFT POLICING PLAN 2017-2020**
Report of the Commissioner of Police.
- For Decision**
(Pages 41 - 74)
9. **BARBICAN CCTV - UPDATE**
Report of the Commissioner of Police.
- For Information**
(Pages 75 - 78)
10. **REVENUE AND CAPITAL BUDGETS 2017-18 (REPORT TO FOLLOW)**
Joint report of the Chamberlain and Commissioner.
- (This report was not available at the time of the agenda despatch and will be circulated separately)*
- For Decision**
11. **INDEPENDENT CUSTODY VISITOR GUIDELINES**
Report of the Town Clerk.
- For Decision**
(Pages 79 - 98)
12. **COMMUNITY ENGAGEMENT UPDATE**
Report of the Commissioner of Police.
- For Information**
(Pages 99 - 108)
13. **CITY OF LONDON POLICE RISK REGISTER UPDATE**
Report of the Commissioner of Police.
- For Information**
(Pages 109 - 120)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **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 Schedule 12A of the Local Government Act.
- For Decision**

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the following meetings:

- a) Police Committee on 15 December 2016 (Pages 121 - 128)

For Decision

18. **PRESENTATION - EMERGENCY SERVICES MOBILE COMMUNICATION PROJECT (ESMCP)**

To receive the presentation.

For Information

19. **EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)**

Report of the Commissioner of Police.

For Decision
(Pages 129 - 132)

20. **POLICE ACCOMMODATION STRATEGY - PHASE 2 WOOD STREET (REPORT TO FOLLOW)**

Report of the City Surveyor.

(This report was not available at the time of the agenda despatch and will be circulated separately)

For Decision

21. **POLICE ACCOMMODATION STRATEGY - REQUEST FOR DELEGATED AUTHORITY (REPORT TO FOLLOW)**

Report of the City Surveyor.

(This report was not available at the time of the agenda despatch and will be circulated separately)

For Decision

22. **PROCUREMENT WAIVER REPORT: OPERATION CREATIVE DATABASE ENHANCEMENT**

Report of the Commissioner of Police.

For Decision
(Pages 133 - 138)

23. **S22A AND S23 COLLABORATION AGREEMENT- FIRST CONTACT- PROVISION OF SERVICES**

Report of the Commissioner of Police.

For Decision

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

Dates of future meetings

Future meetings of the Committee are scheduled for:

- 18 May 2017;
- 13 July 2017;
- 21 September 2017;
- 2 November 2017; and
- 15 December 2017.

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POLICE COMMITTEE

Thursday, 15 December 2016

Minutes of the meeting of the Police Committee held at the Guildhall EC2 at 11.00 am

Present

Members:

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

Officers:

| | | |
|-------------------------|---|---|
| Christopher Braithwaite | - | Town Clerk's Department |
| Carl Locsin | - | Town Clerk's Department |
| Alex Orme | - | Town Clerk's Department |
| Craig Spencer | - | Town Clerk's Department |
| Peter Kane | - | Chamberlain |
| John James | - | Chamberlain's Department |
| Ian Dyson | - | Commissioner, City of London Police |
| Commander Chris Greany | - | City of London Police |
| Dave McGinley | - | City of London Police |
| Hayley Williams | - | City of London Police |
| Peter Young | - | City Surveyor's Department |
| Richard Jeffrey | - | Comptroller and City Solicitor's Department |
| Simon Glynn | - | Department of the Built Environment |

1. **APOLOGIES**

No apologies for absence were received.

The Chairman welcomed Keith Bottomley to his first meeting of the Committee.

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

There were no declarations of interests.

3. **MINUTES**

3.1 **Police Committee**

A Member asked whether the Committee would receive the final version of the Communications Plan. The Commissioner explained that this would be circulated to Members for information once it had been finalised.

RESOLVED – That the minutes of the meeting held on 3 November 2016 are approved as an accurate record, subject to the amendment of the word “could” to “would” in the final sentence of the third paragraph of Minute Item 4 (Outstanding References).

3.2 **Professional Standards and Integrity Sub-Committee**

RESOLVED – That the draft public minutes and non-public summary of the meeting held on 2 December 2016 were noted.

4. **OUTSTANDING REFERENCES**

The Committee received a report of the Town Clerk which set out Outstanding References from previous meetings.

The Commissioner explained that it would not be possible to provide the outcomes of the Barbican CCTV upgrade in January 2017, as work would still be ongoing. He explained that a report providing an update on this would be provided.

A Member commented that he had attended the Community Speedwatch event during the previous week, along with two other Members of the Court. The Member explained that those present had observed a marked change in behaviour from motorists once they noticed the presence of the Officers running the Speedwatch event. He asked whether it may be possible to purchase models of Police Officers and place these in areas where speeding was prevalent.

The Commissioner explained that this approach had been tried in other areas of the country, but was typically only effective in areas where high speeds were reached. He explained that the Force was investigating whether there was any infrastructure which could be installed to reduce speeding in the City, such as flashing speed notification signs.

RESOLVED – That the Committee notes the report.

5. **CITY OF LONDON POLICE DOMESTIC ABUSE ACTION PLAN UPDATE**

The Committee considered a report of the Commissioner which provided an update on the Domestic Abuse Action Plan.

RESOLVED – That the Committee notes the report.

6. **ANNUAL REVIEW OF FEES AND CHARGES 2016/17**

The Committee considered a report of the Commissioner which set out the Annual Review of Fees and Charges for 2016/17.

RESOLVED – That the Committee:

- a) agrees to continue to operate at the 2015/16 rates, in parity with the Metropolitan Police Service.
- b) agrees to review the fees and charges and special service rates, subject to the Metropolitan Police Service figures for 2016/17 being approved through their appropriate Committee.

7. **POLICE PROPERTY ACT FUND NOMINATIONS**

The Committee considered a report of the Town Clerk which advised Members of the eight charities which were proposed by the Chairman and Commissioner to receive grants from the Police Property Act Fund (the Fund) for 2016/17.

Members noted that, if grants continued to be made at the current rate, there would only be sufficient budget within the Fund to make grants for the next two years. Members discussed whether it may be appropriate to reduce the amount of grants which were made from the Fund, or to place a cap on the amount of any single donation. Members noted that some of these organisations may have begun to assume that they would continue to receive grant funding on an annual basis in perpetuity.

Following the discussion, Members agreed that donations should continue to be made at the current rate, but all recipients of grants should be advised that the Fund had a reducing amount of money available and should not rely on receiving further grants from the Fund.

RESOLVED – That the Committee:

- a) Note the contents of the report; and
- b) Consider a one-off grant payment to the charities below:
 - i. City of London Police Charity for Children (£2,500)
 - ii. Royal Humane Society (£2,500)
 - iii. Care of Police Survivors (£2,500)
 - iv. First Aid Nursing Yeomanry (£1,500)
 - v. Sheriffs' Recorder's Fund (£1,000)
 - vi. Housing the Homeless Central Fund (£1,000)
 - vii. JAN Trust (£1,000)
 - viii. Children's Society (£1,000)

8. **EASTERN CITY CLUSTER SECURITY PROJECT - GATEWAY 2 PROJECT PROPOSAL**

The Committee considered a report of the Director of the Built Environment in respect of the Eastern City Cluster Security Project. Members noted that the

report had been considered and approved, in principle, by the Projects Sub Committee of 23 November 2016, subject to further clarification being provided regarding the costs of actions to reach the next Gateway.

The Chairman and Commissioner commented that it was vital that any proposals within the project were developed through close consultation with the City of London Police, including ensuring engagement at Chief Office level, to ensure that these proposals took appropriate account of the Police's operational requirements.

Members also noted that it should not be necessary to seek a specific Anti-Terrorism Traffic Order (ATTRO) to cover the area, as there was an existing ATTRO which covered the whole City.

RESOLVED – That the Committee notes the report.

9. **SPECIAL INTEREST AREA UPDATES**

9.1 **Economic Crime and Fraud**

Simon Duckworth explained to the Committee that the last meeting of the Economic Crime Board had been cancelled because the meeting would not have been quorate, although the agenda had, fortunately, only included items for information, rather than any decisions being required.

He also explained that economic crime had been a significant area of discussion at the most recent meeting of the Association of Police and Crime Commissioners, and he could provide further information regarding this meeting during the non-public part of the meeting.

The Commissioner provided the Committee with an update regarding cybercrime and cyber-enabled crime, in particular the distinction between cybercrime and cyber-enabled crime. He explained that these were areas of crime which were growing significantly. As such, there was increasing funding to tackle these areas of crime, but it was also an area of increasing challenge.

9.2 **Strategic Policing Requirement Overview**

Deputy Henry Pollard informed the Committee that HMIC's national inspection of Counter Terrorism was due to commence in early 2017. He also informed the Committee that the Autumn PEEL effectiveness inspection had included a review of the extent to which the Police was meeting its obligation to the support the Strategic Policing Requirement and the finding had been that the Police's response in this area was appropriate, with no concerns raised.

The Commissioner informed the Committee that the Home Office had indicated that they intended to add Economic Crime to the list of Strategic Policing Requirements.

9.3 Any Other Special Interest Area Updates

A Member commented that it may be appropriate to amalgamate the Special Interest Areas for Anti-Social Behaviour & Community Engagement and for Public Order. The Chairman agreed that this should be considered when the SIA scheme was reviewed in May 2017.

10. **DRAFT CITY OF LONDON POLICE MEDIUM-TERM FINANCIAL PLAN UP TO 2019/20**

The Committee considered a joint report of the Chamberlain and the Commissioner which provided an update on the City of London Police (COLP) Medium Term Financial Plan up to 2019/20.

Members agreed that the proposed approach appeared to be appropriate, although there would continue to be significant challenges for the Police's funding. Members commented that, if the funding situation did not improve, it may be necessary to consider ways in which the Corporation could increase its funding of the Police. Members noted that this issue may become particularly important once the Police's reserves had been depleted. Members also commented that, given the Common Council elections in March 2017, it would be important that information of the Police's funding position was included within the induction programme for new Members.

The Chamberlain explained that external consultants would be procured, funded by the Corporation, to evaluate future demand and identify if there were any areas where further efficiency savings could be found within the Police. It was anticipated that the initial proposals from this work should be available in Summer 2017.

RESOLVED – That the Committee:

- a) notes the latest forecast outturn for 2016/17 of a deficit of £2.6m, funded by a drawdown in the Reserve to £1.5m.;
- b) notes the forecast budget deficit varying from £3.1m in 2017/18 to £5.9m in 2018/19 and £3.1m 2019/20 before mitigation;
- c) recommends to the Court of Common Council the relaxation of the reserve threshold of £4m and approve the use of reserves in 2016/17 totalling £2.6m and 2017/18 totalling £1.5m;
- d) agrees that the City Corporation should meet the revenue contribution to fund capital schemes already budgeted for in 2017/18 and 2018/19 of £1.4m and £1m respectively and that the additional headroom on business rate premium is applied to help meet the increased budget pressures;
- e) agrees in principle the use of City capital resources to finance the Police capital programme in future, subject to a further report;
- f) agrees the revision of current vacancy factors and efficiency targets within the force as an efficiency option over this MTFP, pending outcome of external review; and
- g) notes that the usual report detailing revenue and capital estimates will be submitted to Police committee in January following settlement of the Police grant from the Government.

11. REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES

The Committee received a report of the Town Clerk which advised Members of action taken by the Town Clerk under delegated authority or urgency, since the last meeting of the Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and (b).

The decision taken was to approve, under the Business Travel Scheme, the Chairman's travel to New York to attend the Financial Crimes and Cybersecurity Symposium on 16 and 17 November 2016.

The Chairman provided Members with information of the work undertaken as part of the visit. He explained that the visit had been extremely beneficial to himself and to the Commissioner in consolidating and strengthening relationships with colleagues in other Police forces around the world. The Chairman explained that the visit had demonstrated to him that the City of London Police was extremely highly regarded by other Police forces.

The Chairman of the Policy and Resources Committee explained that he had been in New York at the same time as the Chairman of the Police Committee and suggested that, in future, it would be beneficial to seek to integrate international visits such as this to maximise the benefits.

RESOLVED – That the report be noted.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

14. 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 item(s) 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.

| Items | Paragraph Numbers |
|--------------|--------------------------|
| 15-26 | 3 |

15. SPECIAL INTEREST AREA UPDATE - COUNTER TERRORISM

Simon Duckworth provided an update on the Counter Terrorism Special Interest Area. Mr Duckworth also provided an update regarding the recent meeting of the Association of Police and Crime Commissioners.

16. NON-PUBLIC MINUTES

The non-public minutes of the Police Committee held on 3 November 2016 were approved as an accurate record.

- 17. POLICE ACCOMMODATION PROGRAMME**
The Committee considered and approved three joint reports of the Commissioner, City of London Police, the Chamberlain and the City Surveyor, which provided Members with a general update on the interlinked programmes within the Police Accommodation Strategy and sought approval for the next phases of work.
- 18. EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) - DIRECT NETWORK SERVICES PROVIDER (DNSP) - ISSUE REPORT (GATEWAY 2)**
The Committee considered and approved a report of the Commissioner of the City of London Police which sought additional funding to reach the next Gateway of the Emergency Services Mobile Communications Programme (ESMCP).
- 19. FRAUDULENT ID DOCUMENTS DATABASE - GATEWAY 3/4 OPTIONS APPRAISAL**
The Committee considered and approved a report of the Commissioner of the City of London Police which set out the options to progress the project to create a national Fraudulent ID documents database.
- 20. CASE, CUSTODY, CRIME AND INTELLIGENCE PROJECT - ISSUE REPORT (GATEWAY 5)**
The Sub-Committee considered and approved a report of the Commissioner of the City of London Police which sought approval of a collaborative approach with a strategic partner to implement the Case, Custody, Crime and Intelligence Project.
- 21. ACTION AND KNOW FRAUD CENTRE - PROCUREMENT AND FUNDING**
The Committee considered and approved a report of the Commissioner of the City of London Police in respect of procurement and funding for the Action and Know Fraud Centre.
- 22. ACTION FRAUD INTERIM SERVICE PROVISION**
The Committee considered and approved a report which sought approval for the continued appointment of the existing provider of the Action Fraud National Fraud and Cyber Reporting Centre until the new Managed Service went live at the end of May 2017.
- 23. REPORT OF ACTION TAKEN UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**
The Committee noted a report of the Town Clerk which provided information of decisions taken under delegated authority since the Committee's last meeting.
- 24. COMMISSIONER'S UPDATES**
The Commissioner provided an update on recent policing matters.

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

There were two questions.

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

There was one item of urgent business.

The meeting closed at 12.55 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE **Wednesday, 30 November 2016**

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 30 November 2016 at 11.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)
Nicholas Bensted-Smith
Deputy Henry Pollard (Ex-Officio Member)
Lucy Sandford
Deputy James Thomson

Officers:

| | | |
|---------------------|---|---|
| Caroline Al-Beyerty | - | Chamberlain's Department |
| Neil Davies | - | Town Clerk's Department |
| Ian Dyson | - | Commissioner, City of London Police |
| Alex Orme | - | Town Clerk's Department |
| Ian Dyson | - | Commissioner of the City of London Police |
| Hayley Williams | - | Chief of Staff |
| Neil Davies | - | Town Clerk's Department |
| Pat Stothard | - | |
| Caroline Al-Beyerty | - | Financial Services Director |

1. APOLOGIES

Apologies for absence were received from Alderman Alison Gowman, Alderman Ian Luder and Kenneth Ludlam.

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 7 December 2016 be approved.

4. OUTSTANDING REFERENCES

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

The Sub-Committee noted that the Commissioner and Assistant Commissioners' follow up reports were useful.

Workforce Plan

The Commissioner updated the Sub-Committee on the Workforce Plan. The draft plan completed early 2016 had not met HMIC's requirements. The revised plan had been delayed due to a number of reasons outlined in a note sent to the Chairman including the resignation of the HR Director. The Commissioner noted that recruitment for a new HR Director was underway and that the post should be filled by April 2017.

In the note to the Chairman, the Assistant Commissioner had set out next steps to get the plan to an adequate standard and expected it to be complete by the end of January 2017. The Chairman would circulate the note to the Sub-Committee in relation to this. The next HMIC inspection was scheduled for 2017.

The Sub-Committee noted the importance of identifying future demand which will be critical in informing both the workforce plan, resource deployment and the future operating model. Discussion ensued on how future trends are predicted, the need for digital skills and the potential of using external consultants to produce the future demand profile.

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 September 2016.

The Chairman noted that 48 Standard Operating Procedures (SOP) had not been reviewed within a year of the set deadlines. The Commissioner explained that there had been some delay in getting policies signed off by the appropriate authority. Compared with the previous year these numbers were lower, and that further progress had been made since the audit work which reported figures for the end of April 2016. The PMG had received an update showing a lower percentage which CoLP would circulate to the Sub-Committee.

The Chairman sought clarification on the amber items contained in the report and highlighted the outstanding recommendations. The items would be reviewed by the Commissioner. The Commissioner commented that the outstanding foreign currency would be banked that week and that the new cash management SOP would be presented to SMB in December. On gifts and hospitality, the CoLP were looking into best practice on ensuring the register was easy to use, accessible and up to date.

The Economic Crime Academy business plan would be in place by the new financial year. The Committee questioned the impact of demand on costs, and the Commissioner explained that a balance between public service and profitable work would be required.

It was confirmed that outstanding audit reports noted in the Schedule of Internal Audit Projects 2016/17 would be completed by March 2017. Recommendations

were also outstanding from the audits completed on Standard Operating Procedure, Economic Crime Academy and Community Consultation. Dates for completion, in particular regarding the Telecoms PBX recommendations, were required, and the Chamberlain would come back to the Sub-Committee with an update and target completion dates once they had consulted with IT.

RECEIVED.

6. CITY OF LONDON DOMESTIC ABUSE ACTION PLAN UPDATE

The Sub-Committee received a report of the Commissioner of Police on the City of London Police Domestic Abuse Action Plan.

The Sub-Committee and the Commissioner welcomed the comprehensive report and the work completed on vulnerability which had greatly improved. It was suggested that the wording in the Foreword could be more inclusive surrounding equalities, other groups affected, such as men, and other forms of domestic abuse such as coercive control. It was also noted that there was no mention of Information sharing protocols with partners which would require monitoring. The Sub-Committee asked if it was possible for Front Desk staff to use audio recording, potentially body worn cameras, as current CCTV did not provide audio which could be useful. The Commissioner said he would explore this back in Force.

It was confirmed that awareness training for domestic abuse had commenced provided by Learning & Development and would continue between December 2016 and February 2017. It was further confirmed that the Domestic Abuse Problem Profile would be completed by the end of 2016.

With reference to work in progress on the Action Plan, the Chairman asked if work will be completed by April 2017 and whether it was an issue of staffing that prevented this work from moving forward. The Commissioner noted that the training package on domestic abuse was part of a sequence of training that is currently being undertaken, and while there are fewer officers, this was being carried out alongside other commitments.

The Chairman requested assurance that all 2016 action points were achieved or to be achieved by the end of the year, and asked that an updated action plan and timeline be circulated to the Sub-Committee.

RECEIVED.

7. 2ND QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19

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

The Commissioner was satisfied with the position whilst noting areas that required improvement. Violence without injury was rising, and more needed to be done in terms of repeat offenders, warrants and patrolling. A profile on this has been commissioned by the Force PMG. Acquisitive crime and Anti-Social Behaviour (ASB), particularly aggressive begging, remained issues. The Chairman questioned whether there would be any value in breaking down statistics on victim vs. non victim based ASB which the Commissioner undertook to investigate to see if this was possible for the next quarter report.

The Chairman questioned if the numbers for recording ASB could be monitored on both the new and old recording system for a short period, as current trends were masked by the sudden increase in numbers under the new recording system. The CoLP noted that due to the new recording method this was not possible.

The Chairman questioned whether the Q2 measure on levels of victim-based violent crime was improving as the figures were marginal. The Commissioner asserted that the level of such crime was stable (positive) and had flattened out.

The Sub-Committee asked what the CoLP were doing on the issue of bike theft. This was an issue that affected Islington and Camden particularly and the CoLP are working with the Metropolitan Police in sharing intelligence. The Commissioner noted the need to act smarter in tackling the arrests of those who carry out this crime for example by using banning orders.

The Sub-Committee also questioned whether CoLP efforts on cyber-crime were having an effect, and asked the Commissioner to look into other regional or national figures as by means of comparison. The Commissioner noted that the Workforce Plan would take into consideration - advanced training and recruit new skillsets to meet future demand in tackling cyber-crime, as well as issues such as 24/7 reporting.

With regards to survey satisfaction, the Sub-Committee questioned why the response numbers for the Police Memorial event were exceptionally low. The Commissioner noted that this may be down to 'survey fatigue' experienced by those who receive online surveys. To improve response rates, the CoLP are looking into improving corporate communications and consolidating the number of surveys sent out. The Commissioner suggested a possible 'layering' approach so that only those showing dissatisfaction would be asked to complete a more detailed return. He said he would explore the possibilities of this back in force.

The Chairman noted that quarterly or six-monthly trend data for performance summaries would be beneficial, and that graphs for future meetings be produced in colour for electronic use.

RECEIVED.

8. **HMIC INSPECTION UPDATE**

The Sub-Committee received a report of the Commissioner of Police on the HMIC Inspection Update.

Following a letter exchange between the Commissioner & Chairman and the HMI, the Commissioner outlined to other Members that the assessments in grading did not match the narrative detail in the Legitimacy report. The HMI had emphasised that the CoLP were a good force and that they were confident the CoLP would meet future challenges. The concern of the Sub-Committee was the effect the report and the rating may have on public perception. The Commissioner stated that he would update Members once a response had been received from the HMI.

With reference to keeping children safe, the main issue was on surveys of children leaving custody, and who in the CoLP held absolute responsibility for child protection. The Commissioner confirmed that accountability would lie with Commander Operations (Vulnerability) and the Detective Chief Superintendent, Head of Crime Directorate (Public Protection).

The Chairman sought clarification that a progress update on the latest Efficiency Report HMIC recommendations would be delivered at the February Sub-Committee meeting. This was confirmed by the Commissioner.

The Commissioner drew attention to the areas graded inadequate which relate to ICT. An ICT Strategy was part of the CoLP's plans going forward and the Commissioner stated that he felt the HMIC had not taken into consideration that the Force had in the last year or so migrated from having an in-house IT function to an outsourced managed service. An IT Board existed within the force to share user requirements with the service providers. The Commissioner was content that all three HMIC recommendations from the Efficiency report were being addressed.

The Commissioner also noted that Crime Data would be addressed in the next inspection and that the CoLP had sufficient processes in place - with an independent crime force for audit recording taking place over the past 18 months which reported to the Assistant Commissioner. It was noted that the inspection does not consider risk, and relies on pure audit results. The Commissioner had commissioned a gap analysis on this and a meeting was being convened to discuss current shortcomings.

The Chairman questioned whether neighbourhood teams were closely aligned with the communities they served and were thus able to provide local intelligence on organised crime groups (OCGs) operating in their area. The Commissioner noted that this was not as applicable to the CoLP as it might be to other Forces with different types of organised crime groups – as the City OCGs focus on fraud/economic crime. Boiler rooms (using short term office lets) was used as the example to illustrate this point.

The Sub-Committee questioned the work with the Metropolitan Police Service in regards to integrated offender management, and it was noted that a

proportionate amount of resource should be used to identify the three offenders relevant to the City.

The Commissioner noted that HMIC were satisfied that the CoLP were now fully compliant with the Best Use of Stop and Search Scheme, and an updated note on this would be circulated to Members.

RECEIVED.

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

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Commissioner noted that currently the CoLP were operating at a level that cannot be maintained, and that work was being done on assessing demand, populating the workforce plan, and considering the operating model, including identifying inefficiencies, and assessing supervision levels and ranks within the CoLP. The challenge would be balancing the budget and medium term financial plan (MTFP), which the CoLP were working closely on with the Chamberlain and a paper will go to the Grand Committee regarding the MTFP in December. The Chamberlain noted that the Grand Committee would want assurance on value for money and a time frame for any gap in funding granted.

Looking forward, the Commissioner noted the capability threat even after the new workforce model has been completed.

The Sub-Committee briefly discussed the apprenticeship levy and how the CoLP is working with the City of London Corporation in this area.

11. 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.

12. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 7 September 2016 be approved.

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

There were no non-public questions.

14. 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 ended at 12.55 pm

Chairman

Contact Officer: Charlotte Taffel
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POLICE COMMITTEE
18 January 2017
OUTSTANDING REFERENCES

| No. | Meeting Date & Reference | Action | Owner | Status |
|-----|---|---|---|---|
| 1. | Barbican CCTV 25/02/2016 22/09/2016 03/11/2016 | CCTV upgrade i) 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. An update regarding both of these items will be provided to the January 2017. ii) The Commissioner to ensure that crime statistics are updated following the restoration of Podium level access at the Barbican Estate and opening of Crossrail stations. | City Police/ Safer City Partnership | i) January Committee ii) Crossrail stations are due to open in 2018. |
| 2. | Police Pensions Sub-Committee 25/02/2016 14/04/2016 19/05/2016 30/06/2016 22/09/2016 03/11/2016 | All Members of the Sub-Committee have now been appointed and the first meeting will take place on 17 January 2017. | Town Clerk / Commissioner | The first meeting of the Sub-Committee will take place on 17 January 2017. |

| No. | Meeting Date & Reference | Action | Owner | Status |
|-----|--|--|-----------------------------------|--|
| 3. | Community Engagement Review 03/11/2016 | This has been embedded into the One Safe City Programme, including 'street briefings' and trend analysis from ParkGuard, to ensure appropriate communication is undertaken by the Police and Corporation. A written report to be provided in May 2017. | City Police | This report will be provided in May 2017. |
| 4. | Stop and Search Powers 2 Update 03/11/2016 | Reports on this matter to be provided on a six-monthly basis. | City Police | Next report to be provided in May 2017. |
| 5. | Budget Monitoring Report to September 2016 03/11/2016 | The Committee to be provided with information regarding the Commissioner's plan for the additional funding being received from the Business Rates Premium | City Police | i) A verbal update will be provided in January 2017. |
| 6. | Community Speedwatch 15/12/2016 | The Committee was advised that the Force is investigating whether are any infrastructure changes which could be implemented to reduce speeding in the City. | City Police and Built Environment | An update will be provided once discussions regarding potential infrastructure changes have been completed. |
| 7. | Police Property Act Fund Nominations 15/12/2016 | Due to the reducing amount available for grants within the fund, recipients of grants should be advised that they should not rely on receiving further grants from the Fund. | Town Clerk | This information was included in the letters which were sent to each grant recipient. |
| 8. | Special Interest Areas 15/12/2016 | A Member suggested that the SIAs for Anti-Social Behaviour & Community Engagement and for Public Order could be amalgamated. It was agreed that this should be considered as part of the next review of SIAs in May 2017. | Town Clerk | To be reviewed at the Committee's May 2017 meeting. |

| No. | Meeting Date & Reference | Action | Owner | Status |
|-----|---|--|---------------|--|
| 9. | City of London Police Medium Term Financial Plan to 2019/20 15/12/2016 | Information regarding the financial position of the City of London Police to be included as part of the induction for new Members following the Court of Common Council elections in March 2017. | Town Clerk. | This information will be included within the induction programme, which will include overall themes of induction to the Corporation and specific sessions regarding different departments, including the City of London Police. |
| 10. | Police Accommodation Strategy 15/12/2016 | In the non-public session of the meeting, Members received an update regarding progress on the Police Accommodation Strategy and were advised that further updates would be provided to future meetings. | City Surveyor | A report providing updates on the Accommodation Strategy is included in the non-public section of the agenda. |
| 11. | Emergency Services Mobile Communications Programme (ESMCP) 15/12/16 | A presentation regarding the ESMCP project to be provided to the Committee's next meeting, to give Members further information regarding the goals, risks and budget of the project. | City Police | This presentation will be provided during the non-public section of the meeting. |

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|---|---------------------------------|
| Committee: Police Committee | Date: 18 January 2017 |
| Subject: Terms of Reference and Frequency of meetings | Public |
| Report of: Town Clerk | For Decision |
| Report author: Amanda Thompson, Town Clerk's Department | |

Summary

As part of the post-implementation review of the changes made to the governance arrangements in 2011 it was agreed that all Committees should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.

It is not proposed to make any amendments to the Committee's Terms of Reference. The terms of reference of the Police Committee are attached as an appendix to this report for your consideration.

It is not proposed to make any adjustment to the frequency of meetings for the Committee, which will continue to meet eight times per year.

Recommendations

That the Committee:

- a) subject to any comments, approves the terms of reference of the Committee for submission to the Court as set out in the appendix.
- b) Agrees that the Committee should continue to meet eight times per year.

Contact:

Amanda Thompson

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POLICE COMMITTEE

1. Constitution

A non-ward committee consisting of:

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

2. Quorum

The quorum consists of any five Members.

3. Terms of Reference

To be responsible for:-

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

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|--|---------------------|
| Committee(s): | Date(s): |
| Police Committee | 18 January 2017 |
| Subject: Appointment of External Member | Public |
| Report of: Town Clerk | For Decision |
| Report Author: Lorraine Brook, Town Clerk's Department | |

Summary

In May 2013, an external member joined the Police Committee for a four-year term following changes to the Committee's constitution. Helen Marshall was appointed in line with a recruitment process set out in a Membership Scheme agreed by the Committee.

The purpose of this report is to notify the Police Committee that the terms of office of this external member is coming to an end in May 2017 and that a recruitment process will need to start in January 2017 with a view to filling the vacancy. It is proposed that the recruitment process, which was last undertaken ahead of the appointment of Lucy Sandford (external member, Police Committee) in May 2015, is followed on this occasion. That process is detailed in this report.

The Committee is also asked to determine the composition of the Selection Panel that will make recommendations directly to the Court of Common Council for the appointment of the external member.

Recommendations

That:-

- a) the process for recruiting one external member of the Police Committee for a four-year term starting in May 2017 be noted; and
- b) a Member of the Police Committee be appointed as the third member of the Selection Panel, to sit alongside the Chairman, the Deputy Chairman and a fourth non-Common Council member to be identified.

Main Report

Background

1. In 2008 the Police Committee undertook a review of its constitution in the light of reform to police authorities elsewhere. An outcome of that review was that two seats on the Committee should be reserved for external members, in an effort to broaden the representation of City communities on the Committee. A Selection Panel appointed by the Police Committee conducted an open recruitment process to select the two external members.
2. The recruitment process is set out in the Police Committee Membership Scheme, a document that was first agreed in January 2009. This Scheme (attached at Appendix A) was designed to closely reflect the regulations for

recruiting independent members in other police authorities, which applied at the time.

3. In 2013, a recruitment process was carried out with Helen Marshall re-appointed to serve a four year, non-renewable term and Don Randall re-appointed for a two-year, non-renewable term. By making two separately-timed appointments it was hoped that the Committee would achieve a balance of change and continuity.
4. The most recent external appointment to the Police Committee was made in May 2015 following the expiration of Don Randall's second term of office on 16 May 2015. Following a recruitment process to fill that position, four candidates were interviewed for the vacancy and Lucy Sandford was the successfully appointed.
5. The Selection Panel in 2015 comprised of the Chairman and Deputy Chairman of the Police Committee, Lucy Frew (Police Committee member), and Elizabeth France, Member of the British Transport Police Authority (external).
6. The vacancies were advertised in the press and, following the guidance of our Equalities Manager, we publicised the vacancies in innovative ways, using interest-group websites, social media and email networks to ensure that a diverse group of eligible people was reached. All applications were considered by the Panel for the purposes of short-listing and three applicants were interviewed. Following deliberations, the panel was pleased to recommend Lucy Sandford to be appointed to the position.

Recruitment Process

7. **Competency Framework** – A list of key requirements and a competency framework were agreed by the Police Reference Sub-Committee in November 2008. These documents will be given to prospective candidates in an Application Pack, which also contains the following documentation:-
 - Application Form
 - Equal Opportunities Monitoring Form
 - Information sheet on the City of London Police, the City of London Corporation and its role as police authority
 - Membership Scheme of the Police Committee
 - City of London Police Annual Report 2015/16 and
 - City of London Corporation Information Booklet.
8. **Advertisement** – The Membership Scheme states that vacancy advertisements will be placed in at least two newspapers circulated in the City of London. It is therefore proposed that advertisements be placed in the London Metro and Evening Standard or similar publications in the last week of February, with the closing date for applications being set for Monday, 13 March 2017.
9. Bearing in mind the Police Committee's strong commitment to promoting equality of opportunity, it is also proposed that steps be taken to encourage candidates from the full range of diverse communities in the City to apply. There are a number of job search engines which may be used to complement our recruitment campaign in an effort to reach out to under-represented communities, including:-

- **Stonewall's** www.proudemployers.org.uk – A website run by Stonewall (a charity that champions LGBT rights) which lists jobs by gay-friendly employers.
 - **Operation Black Vote** www.obv.org.uk – An organisation that works to inspire BME communities to participate in politics and engage with public institutions. They have agreed to run an article on their website and will promote it through their Facebook page free of charge.
 - **Eaves for Women** www.eavesforwomen.org.uk – An organisation that supports vulnerable women. The organisation runs a newsletter which advertises volunteering jobs which may be suitable.
 - **Diversity Jobs** - <http://www.diversityjobs.co.uk/> - An organisation who promote diversity jobs but also advertise volunteer roles.
10. In addition to the vacancy being advertised on the City of London and the City of London Police websites, various BME groups would be targeted. Furthermore, posters will be placed on information boards in key sites around the City of London (housing estates, libraries, community centres, etc.).
 11. The Public Relation's Department are also able to offer multiple options targeting various active stakeholder communities through the use of Social Media.
 12. **Shortlisting and Interviews** – It is proposed that the Selection Panel should meet soon after the deadline for applications to examine all eligible applications received and agree a shortlist of candidates to be interviewed. Interviews are intended to be carried out by the Panel in early April 2017.
 13. **Appointment** – Once the Selection Panel agrees on a candidate, it would be for the Court of Common Council to approve the appointment. It is proposed that the name of the selected person be put forward for approval at the Court's meeting on 27th April 2017. The new term would start on 18th May 2017, the day of the Police Committee meeting.
 14. **Induction and briefing** – Any induction and briefing which may be needed by the new external member will be arranged in the period between 27th April and 18th May 2017. This will include meetings with key representatives from the City of London Police and the City Corporation.

Voting rights

15. The Comptroller & City Solicitor has previously issued advice concerning the voting rights of co-opted / external members. He has clarified, in reference to the proviso in section 13 of the Local Government and Housing Act 1989 that co-opted/ external members shall for all purposes be treated as non-voting members of a committee/sub-committee. This applies to the Common Council in its capacity as a local authority, police authority or port health authority.
16. Whilst this means that external members of the Police Committee are not entitled to a formal vote, they can of course continue to take part in the normal business of the police authority, with the Police Committee benefitting from their counsel and advice.

Financial Implications

17. The cost of placing advertisements in two newspapers with a City circulation and in other media is likely to be in the region of £7,000 - £8,000. Estimate prices as follows:-

- Advertisements in Broadsheets cost up to £5,500;
- Advertisements in newspapers distributed at Underground/Railway stations cost in excess of £1,500;
- Advertisements in websites run by interest groups/advocacy groups can cost up to £500. LinkedIn job ads are £125 for a 30-day posting; and
- Promotion in social media (Facebook, Twitter, etc.) can be arranged free-of-charge.

18. There are sufficient funds in your Committee's local risk budget to meet the costs associated with the advertisements.

Conclusion

19. An external member of the Police Committee will need to be recruited for a four-year term starting in May 2017. This report details the process to be followed. A selection panel needs to be appointed to conduct shortlisting and interviews and the Committee's decision to nominate a member to sit alongside the Chairman, the Deputy Chairman and a fourth external member.

Background Papers:

Report to the Police Committee 12 March 2008, 21 November, 2008 and 26 February 2015.

Reports to the Reference Sub Police Committee 30 April 2008, 27 June 2008, 5 September 2008 and 4 November 2008.

Reports to the Court of Common Council, 8 January 2009, 21 May 2009 and 21 May 2015.

Appendices

Appendix A – Membership Scheme of the Police Committee

Appendix B – External Members – Key Requirements and Competency Framework

Contact:

Lorraine Brook | lorraine.brook@cityoflondon.gov.uk | 020 7332 1409

POLICE COMMITTEE MEMBERSHIP SCHEME

NB: The use of “he” in this scheme shall mean “he or she”. The scheme also reflects the decision to reduce the size of the Committee taken in 2012

Members of the Police Committee

1. The Police Committee shall be made up of 13 members.
2. There shall be 11 Members of the Court of Common Council who should have served a minimum of two years on the Court of Common Council.
3. Members of the Court of Common Council who stand for election or re-election to the Police Committee should be required to submit a CV to the Court in support of their nomination.
4. There shall be no limit to the number of continuous terms of office that Members of the Court of Common Council may serve on the Police Committee.
5. There shall be two external members (i.e. non-Members of the Court of Common Council) on the Committee appointed in accordance with paragraph 7.
6. External members shall not be eligible to serve as Chairman or Deputy Chairman.

Appointment of external members

7. External members of the Police Committee shall be appointed—
 - (a) by the Court of Common Council,
 - (b) from among persons recommended by a selection panel.
8. The Town Clerk shall arrange for a notice stating—
 - (a) the name of each of its external members appointed;
 - (b) such other information relating to each of such members as the police authority considers appropriate,to be published in such manner as he considers appropriate.

External members – Disqualification

9. A person shall be disqualified from being appointed as or being an external member of the Police Committee of the City of London, if:-
 - (a) he is under 18 years of age;
 - (b) he—
 - i. does not have his primary or only place of residence in the City of London, or
 - ii. does not have his primary or only place of work in the City of London.
 - (c) has not lived or worked in the City of London for at least twelve months prior to his application;

- (d) he holds any paid office or employment appointment to which is or may be confirmed by the Police Committee of the City of London or any committee or sub-committee of the City of London, or by a joint committee on which the City of London is represented, or by any person holding any such office or employment;
- (e) he is an employee of the City of London Corporation;
- (f) he is a Member of the Court of Common Council;
- (g) he is a member of the City of London Police or any other police force;
- (h) he is an officer or an employee of any police authority;
- (i) he is an officer or an employee of a council which appoints members to a police authority - unless he is a head teacher or principal of a school, college or other educational institution or establishment which is maintained or assisted by a local education authority; or a teacher or lecturer in any such school, college institution or establishment.
- (j) he has had a bankruptcy order made against him and the bankruptcy order has not been previously annulled or he has not obtained a discharge; or
- (k) his estate has been sequestrated and the sequestration has not been recalled or reduced or he has not obtained a discharge;
- (l) he has made a composition or arrangement with, or granted a trust deed for, his creditors and he has not paid off the debts in full, or five years have not yet passed since they fulfilled the terms of the deed of composition or arrangements or trust deed;
- (m) he is subject to a disqualification order under the Company Directors Disqualification Act 1986, to a disqualification under Part II of the Companies (Northern Ireland) Order 1989, to a disqualification undertaking accepted under the Company Directors Disqualification (Northern Ireland) Order 2002, or to an order made under Section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order); or
- (n) in the five years before the date of his appointment to the Police Committee or since his appointment, he has been convicted of an offence and had passed on him a sentence of imprisonment (including a suspended sentence) of three or more months. For this purpose the date of a conviction shall be taken to be the ordinary date on which the period allowed for making an appeal or application expires or if an appeal or application is made, the date on which the appeal or application is finally disposed of or abandoned or fails by reason of its non-prosecution.

Tenure of Office

10. A person shall hold and vacate office as an external member of the Police Committee of the City of London in accordance with the terms of his appointment and the present Scheme.

11. A person shall be appointed to hold office as an external member of the Police Committee for—

- (a) a term of four years, or
- (b) such shorter term as the Police Committee may determine in any particular case.

12. Subject to paragraph 13 a person who ceases to be an external member, for reasons other than by his removal, may (if otherwise eligible) be re-appointed whether at the expiry of his term or subsequently.

13. An external member of the Police Committee shall not—

- (a) be appointed to serve more than two terms of office;
- (b) be appointed to serve a further term of office until four years after the expiry of his second term; and
- (c) be appointed to serve a further term unless the selection panel is satisfied with his performance as a member during his previous term.

14. An external member may at any time resign his office by notice in writing to the Town Clerk.

15. The Police Committee may remove an external member from office by notice in writing if—

- (a) he has been absent from meetings of the Police Committee for a period longer than three consecutive months without the consent of the Police Committee,
- (b) he has been convicted of a criminal offence,
- (c) the Police Committee is satisfied that the external member is incapacitated by physical or mental illness, or
- (d) the Police Committee is satisfied that the external member is otherwise unable or unfit to discharge his functions as a member.

Validity of acts

16. The acts and proceedings of any person appointed to be an external member of the Police Committee, and acting in that office shall, notwithstanding his disqualification or want of qualification, be as valid and effectual as if he had been qualified.

17. The proceedings of the Police Committee shall not be invalidated by any defect in the appointment of a person as an external member.

Selection Panel

18. A selection panel will be appointed by the Police Committee for the purposes of selecting suitable candidates to serve as external members onto the Police Committee and make recommendations for appointment to the Court of Common Council accordingly.

19. The selection panel shall consist of ~~five~~ four members —

- (a) the Chairman and Deputy Chairman of the Police Committee for the time being;
- (b) one Member serving on the Police Committee for the time being;
- ~~(c) the Chairman of the City of London Bench for the time being;~~ and
- (d) a person to be appointed by ~~(a), (b) and (c)~~ (a) and (b) above.

20. The person in paragraph 19(d) shall be disqualified from being appointed as or being a member of a selection panel if he is disqualified by virtue of paragraph 9(a), (d), (e), (g), (h), (i), (j), (k), (l), (m) or (n).

21. The Police Committee may remove a member of the Selection Panel and appoint a suitable replacement, if—

(a) the panel member has been absent from two consecutive meetings of the selection panel without the consent of the panel,

(b) the panel member has become otherwise disqualified during service; or

(c) the Members of the Police Committee are satisfied that the panel member is otherwise unable or unfit to discharge his functions in the panel.

22. The acts and proceedings of any person appointed to be a member of a selection panel and acting in that office shall, notwithstanding his disqualification or want of a qualification, be as valid and effectual as if he had been qualified.

23. The proceedings of a selection panel shall not be invalidated by —

(a) a vacancy in the membership of the selection panel, or

(b) a defect in the appointment of a selection panel member.

Functions of selection panel

24. The selection panel shall consider all applications for the purpose of recommending suitable candidates to serve as external members of the Police Committee to the Court of Common Council.

25. In exercising its functions, the selection panel shall have regard to the desirability that the persons nominated—

(a) represent the interests of a wide range of people within the resident and business communities of the City of London, and

(b) include persons with skills, knowledge or experience which are under-represented among the existing Members of the Police Committee.

(c) fulfil the criteria set out in the competency framework for external members of the Police Committee.

26. All members of the selection panel will be expected to be present for the purposes of agreeing a final list of candidates. However, a quorum of four will apply if one member of the panel cannot be present.

27. A decision of a selection panel to recommend a person to the Court of Common Council may be taken by a simple majority of their members.

Notifications by the Town Clerk

28. Not less than four months before the term of office of an external member is due to expire, the Town Clerk shall notify the Members of the Police Committee of this fact.

29. As soon he becomes aware that an external member has ceased to be a Member of the Police Committee for reasons other than the expiry of his term of office, the Town Clerk shall notify the Members of the Police Committee of this fact.

Vacancy Advertisements

30. When a vacancy arises, the Town Clerk shall arrange for an advertisement to be published in at least two newspapers circulating in the City of London and shall inform interested persons of the eligibility criteria, the duties involved and other information as appropriate.

Applications

31. A member of the public who wishes to be considered for appointment as external member shall submit an application setting out—

(a) his name and address;

(b) his current occupation, if any, and any positions held by him up to ten years before the date of the application;

(c) his relevant skills, experience and his academic, professional and vocational qualifications, if any; and

(d) the reasons why he wishes to be so considered.

32. The Town Clerk will provide application forms, provided that the persons are not otherwise disqualified under paragraph 9. Accompanying documentation about the selection process should also be provided in the application pack.

33. Where an application has been received at a time when no appointment is required to be made, the Town Clerk may delay considering it until such time as the panel are required to nominate persons willing to be so appointed.

34. The Town Clerk shall maintain a record of the persons who have applied to be considered for appointment as an external member of the Police Committee. The record maintained should include the name and address of every applicant and details about the application considered appropriate by the selection panel. In the case of a person who is found to be disqualified by the selection panel, the grounds of the disqualification should be kept.

35. Records shall be kept for at least 4 years.

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COMPETENCY FRAMEWORK FOR EXTERNAL MEMBERS OF THE POLICE COMMITTEE

Key requirements

External members of the Police Committee of the City of London shall—

- (a) demonstrate a commitment to policing and to the delivery of a fair and non-discriminatory police service to all local communities and having the ability to engage with a wide range of people by seeking out and listening to their views;
- (b) demonstrate integrity and be committed to upholding human rights, promoting equality of opportunity and preventing discrimination or harassment;
- (c) attend meetings of the Police Committee and participate effectively as a member of any sub-committee, panel or forum to which they are appointed, as well as undertaking preparatory work and attending appropriate training courses and seminars;
- (d) promote good policing and establish and maintain constructive partnerships with the City of London Police and other organisations without compromising their core responsibility of providing effective, independent oversight and scrutiny;
- (e) abide by the Seven Principles of Public Life set out by the Committee on Standards in Public Life;
- (f) abide by the City of London Corporation Members' Code of Conduct.

Competencies and Personal Skills and Qualities

Competencies

Strategic Thinking

breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.

Good Judgement

to take a balanced, open-minded and objective approach, for example, in evaluating policing priorities, assessing candidates for top level appointments or considering complaints against officers, and to develop an understanding of the environment and context in which the authority and force must operate.

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| Openness to Change | The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed. |
| The ability to scrutinise and challenge | To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of force performance, using appropriate data, evidence and resources. |
| Analytical Ability | The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points. |
| Ability to Communicate Effectively | To be able to explain policing issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies. |
| Community engagement | To understand the importance of community views in shaping local policing style and be prepared to represent their views in an impartial way, and participate in policy-making aimed at engaging local communities. |
| Effective Time Management | To be able to identify priorities and make the most productive use of own and others' time. |
| Personal Skills and Qualities | |
| Team working | the ability to play an effective role in committees and other partnerships through listening, persuading and showing respect for the views of others. |
| Self confidence | the skill to challenge accepted views constructively without becoming confrontational. |

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| Enthusiasm and drive | to be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements. |
| Respect for others | the capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference. |
| Integrity | the necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all. |
| Leadership | the confidence to lead by example, establish clear goals and objectives and build support and commitment within the authority and force as well as the wider community and with partner agencies. |
| Decisive | to show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions. |

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SIA Reporting Rota

| Meeting Date | SIA Update 1 | SIA Update 2 | SIA Update 3 |
|--------------------------|--|---|--|
| 25 January 2017 | Business Improvement & Change and Performance & Risk Management (DB) | Professional Standards and Integrity (AG) | Accommodation and Infrastructure (JT) |
| 18 May 2017 | Road Safety and Casualty Reduction (AG) | IT (DB) | Safeguarding and Public Protection, ICV Scheme (NBS) |
| 13 July 2017 | Equality, Diversity and Human Rights (LS) | Economic Crime/Fraud (SD) | Anti-Social Behaviour and Community Engagement (JT) |
| 21 September 2017 | Counter Terrorism (SD) | Public Order (LS) | Strategic Policing Requirement Overview (HP) |
| 2 November 2017 | Business Improvement & Change and Performance & Risk Management (DB) | Professional Standards and Integrity (AG) | Accommodation and Infrastructure (LS) |
| 15 December 2017 | Road Safety and Casualty Reduction (AG) | IT (DB) | Anti-Social Behaviour and Community Engagement (JT) |

Simon Duckworth will also provide updates regarding the Association of Police and Crime Commissioners at the following meetings: 18 May 2017, 13 July and 2 November 2017, then on a quarterly basis thereafter.

List of SIAs

| | |
|---|------------------------|
| Business Improvement and Change and Performance and Risk Management | Deputy Douglas Barrow |
| Professional Standards and Integrity | Alderman Alison Gowman |
| Equality, Diversity & Human Rights | Lucy Sandford |
| Counter Terrorism | Simon Duckworth |
| Strategic Policing Requirement Overview | Deputy Henry Pollard |
| Economic Crime /Fraud | Simon Duckworth |
| Accommodation/Infrastructure | James Thomson |
| Road Safety and Casualty Reduction | Alderman Alison Gowman |
| Public Order | Lucy Sandford |
| Safeguarding and Public Protection/ICV Scheme | Nick Bensted-Smith |
| Anti-Social Behaviour and Community Engagement | Deputy James Thomson |
| IT | Deputy Douglas Barrow |

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Agenda Item 8

| | |
|--|-------------------------------|
| Committee | Date: |
| Police Committee - For Decision | 18 th January 2017 |
| Subject: Draft Policing Plan 2017-2020 | Public |
| Report of: Commissioner of Police Pol 01-17 | For Decision |
| Report author: Stuart Phoenix, Head of Strategic Development | |

Summary

This report presents the draft revised Policing Plan 2017-20 for the City of London, informing the community, stakeholders and staff how the City area is to be policed. Members are asked to consider the text only; the plan will be professionally designed and formatted prior to publication.

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

Members considered and endorsed proposals regarding the updating of the plan for 2017 at a workshop on the 15th December 2016. One of the proposals was to consider changes to the Plan's priorities, which for 2017 are:

- Counter Terrorism
- Cyber Attack
- Fraud
- Vulnerable people
- Violent and acquisitive crime
- Road Safety
- Public Order

High level financial information is included within the plan based on the *current* medium term financial plan, which has been reported to your Committee separately. Any changes to this financial position will be updated for the final version of the plan prior to publication.

Recommendation(s):

It is recommended that Members

- i) Adopt the Draft Policing Plan 2017-20 appended to this report as the Policing Plan for the City of London, subject to any additional amendments agreed by your Committee and Commissioner
- ii) Agree to the proposal that the new measures be considered and approved by your Police Performance and Resources Sub Committee on the 23rd February 2017;
- iii) Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, of your Committee to approve the final version of the plan in time for its publication on the internet by 31st March 2017

Main Report

Background

2. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans¹. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and your Committee continues to be governed by the relevant sections of the Police Act 1996 with respect to the publication of policing plans.² However, where possible the Force and Authority has resolved to align the format of its policing plan with the general requirements of policing and crime plans.
3. The responsibility for drafting the policing plan and advising a police authority on its contents remains with the Commissioner of Police. However, guidance and legislation is clear that the police authority must approve and subsequently own the published plan.

Current Position

4. The Police Act 1996³ requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
 - the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - its policing objectives for the policing of its area during that year.
5. Although the plan covers a period of three years, there is a requirement to review and republish the plan annually.
6. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.⁴ Such priorities are currently articulated by the Strategic Policing Requirement; the Force's approach to this appears prominently in the draft plan. Additionally, the plan takes account of Government policy statements regarding reducing crime, addressing ASB, supporting the vulnerable, accountability and value for money.

Developing the plan

7. A comprehensive policing plan review process is conducted each year which informs the development of the plan. That process considers any changes to legislation and Government policy, the Force's and City of London Corporation's risk registers, formal partnership obligations and the results of consultation and engagement activities. Benchmarking against a broad range of Police and Crime Plans is also carried out.

¹ Police Reform and Social Responsibility Act 2011

² S. 6ZB Police Act 1996 (as amended by the Police Reform and Social Responsibility Act 2011)

³ S.6ZB as above

⁴ As determined under s.37A of the 1996 Act

8. Members of your Committee have been instrumental in shaping this year's plan through participation at a workshop held on 15th December 2016. Members attending the workshop also endorsed the principal changes to the plan, including:
- Demonstrating a more explicit link between the Force's Values and the National Police Code of Ethics; and
 - Focusing on the '4P' approach to the priorities, i.e. those things that appear in the operational 'Prepare, Protect, Pursue and Prevent' plans; this will facilitate reporting progress against the plan.
 - Incorporating a detail that articulates how the Force addresses HMIC recommendations and findings and their role in shaping service delivery.
 - Making reference to how the priorities and plans address identified risks on the Force risk register.
 - Replacing the Tackling Anti-social Behaviour (ASB) priority with a new Protecting Vulnerable People Priority (noting however that ASB will continue to feature in the plan, albeit not as a separate priority).
9. Members will be aware from participation in the policing plan workshop that the priorities were only set following a review of intelligence, threat, national drivers and results of engagement activities. The range of the priorities naturally mirrors the range of roles fulfilled by the Force, from pan-London and national responsibilities (counter terrorism fraud and public order) to addressing City-specific, community concerns around volume crime and road safety. The order of the priorities reflects the threat, risk and harm posed by each area and corresponds with the Force Control Strategy (the principal operational delivery document that is used to prioritise activity, based on threat, risk and harm).

Policing Priorities for 2017-20

10. The policing priorities for 2017-20 presented in the plan are:

- Counter Terrorism
- Cyber Attack
- Fraud
- Vulnerable people (umbrella term to include Child Sexual Exploitation, Modern Slavery, Human Trafficking and Mental Health)
- Violent and acquisitive crime
- Road Safety
- Public Order

Measures

11. Members will be aware that the Force has not set or relied on targets over the past two years. This accords with the now substantively national stance that is wary of the unintended impact that targets can have on officer behaviour, crime

recording and resource allocation and which is considered contrary to the Police Code of Ethics.

12. Experience has shown us that targets are not essential to managing performance. The Force will continue to measure and manage performance across a broad spectrum of activities, which will continue to be reported quarterly to your Police Performance and Resources Sub Committee.
13. It is proposed that your Police Performance and Resources Sub Committee formally considers and approves measures for inclusion on the plan at their meeting on the 23rd February 2017 and the plan is approved by delegated authority subject to this taking place.

Finance

14. The plan contains high-level details only of the Force's anticipated income and expenditure over the term covered by the plan. The charts included are based on the latest approved Medium Term Financial Plan. The Force's funding situation is extremely fluid compared to other forces and this makes accurate forecasting over the entire term of the plan very difficult. It is likely that the figures contained in the plan, even though they cover a three year period, will change in the next iteration. Any changes to this financial position will be updated for the final version of the plan prior to publication.
15. The plan additionally includes details of how the Force intends to address its continuing budgetary challenges.

Publishing the plan

16. It is very rare for forces to produce hard copies of policing plans with the norm now being for plans to be published on force and authority websites. Hard copies can be made available on request, although this is usually limited to a simple print of the PDF document on the website. There have not been any external requests for hard copies of any of the policing plans over the past eight years. However, as last year, the Force intends to commission a professionally designed plan for internet / web publication based on the attached draft.
17. It is proposed to include end of 3rd quarter performance data to publish the plan on the internet by 31st March 2017. Due to the timing of this Committee, it was not possible to include this before the submission deadline; however, this can be easily rectified prior to final approval and publication.

Recommendations

It is recommended that Members

- i) Adopt the Draft Policing Plan 2017-20 appended to this report as the Policing Plan for the City of London, subject to any additional amendments agreed by your Committee and Commissioner
- ii) Agree to the proposal that the new measures be considered and approved by your Police Performance and Resources Sub Committee on the 23rd February 2017;

- iii) Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, of your Committee to approve the final version of the plan in time for its publication on the internet by 31st March 2017

Strategic Implications

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

Conclusion

- 20. Issuing and publishing a Policing Plan remains a statutory obligation on the Force and Court of Common Council in its capacity as police authority. The Policing Plan appended to this report is compliant with current guidance on those matters policing plans must address. Accordingly, your Committee are invited to adopt the proposed Plan as the Policing Plan for the City of London. Members are invited to send any comments on the draft Plan attached either via the Town Clerk's Policy officer or directly to Head of Strategic Development, Stuart Phoenix on the below e-mail.

Attached Papers:

Draft City of London Police Policing Plan 2017-20

Contact:

Stuart Phoenix

020 7601 2213

email: stuart.phoenix@cityoflondon.pnn.police.uk

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City of London Police Policing Plan 2017-20



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Our values

Integrity

Integrity is about being trustworthy, honest and doing the right thing. There is an expectation that officers and staff have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.

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

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

Fairness

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

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

Professionalism

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

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

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

National Police Code of Ethics

Our values, which encompass the Code's nine principles, underpin everything we do. Adhering to them enables us to demonstrate not only our commitment to the national Police Code of Ethics, but also to deliver it.

The Police Code of Ethics nine principles are –

Being **accountable** for our actions, decisions and omissions

Being **honest** and trustworthy

Treating people **fairly**

Acting with **integrity** by always doing the right thing

Displaying **leadership** through leading by example

Displaying **objectivity** by making choices based on evidence and best professional judgement

Being **open** and transparent about our actions and decisions

Treating everyone with **respect**

Acting **selflessly** in the public interest

Our mission

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

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

Introduction

Welcome to our refreshed policing plan for 2017 in which we set out how we intend to police the City of London over the coming three years.

The City of London remains the world's leading international financial and business centre and is home to numerous multinational companies and small and medium sized enterprises. It is a City where ancient traditions are observed yet sit comfortably alongside modern business practices. Our community is diverse, comprising of residents from every social group and background, businesses that range from large international concerns to small and medium sized enterprises, workers and visitors. Around 9,000 residents¹ call the City of London home although every day that number swells to 400,000² as people arrive in the City to work. The City has an established and expanding, vibrant night time economy, with more people than ever visiting bars, clubs and restaurants after work and at weekends. A major tourist destination and arts centre, it is an exciting place to live, work and visit.

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

Crime is constantly evolving. Developments in technology, that are undeniably beneficial to business and individual convenience, present a multitude of opportunities to criminals. The threat posed by cyber crime is such that it remains a key operational priority and we will continue to help lead the national response to cyber crime.

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

The national strategies and structures we have developed in our role as the national police coordinator for economic crime continue to be implemented by police forces at local and regional levels. Our coordinated approach to protect activity has resulted in collaboration between law enforcement and other key partners meaning prevention campaigns have greater reach and impact. Over the coming years a joint

¹ Office for National Statistics 2011 census population cited as 7,400 plus 1,370 with a second home in the City of London

² Economic Development Unit, City of London Corporation

investment from the Government and City of London Corporation will be used to transform the information communication technologies that support Action Fraud and the National Fraud Intelligence Bureau delivering a fully integrated and improved service to law enforcement, the public and industry. The Economic Crime Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. We will continue to work closely with the National Crime Agency (NCA), providing an effective link between the NCA and regional organised crime units to ensure a robust and effective response to the threat from fraud.

The impact of organised criminality and large scale fraud is focused most often on individuals. We are committed to ensuring victims are at the heart of everything we do. We recognise that some people are more vulnerable than others and we will ensure that our response to those who are vulnerable is appropriate to their needs. This year, we have adopted protecting vulnerable people as a distinct priority in recognition of the high level of harm caused by offences such as child sexual exploitation, modern day slavery and human trafficking.

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

Our policing response is also shaped by the findings of Her Majesty's Inspector of Constabulary (HMIC). Throughout the year, HMIC assess the effectiveness, efficiency and legitimacy of all police forces through a series of inspections. The results of those inspections are published and often include recommendations and areas for improvement. We recognise the importance of these inspections and ensure, where relevant, recommendations are implemented through our plans and our priorities to improve service delivery. Our Police Committee holds us to account to make sure we address HMIC findings.

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

Developing our priorities

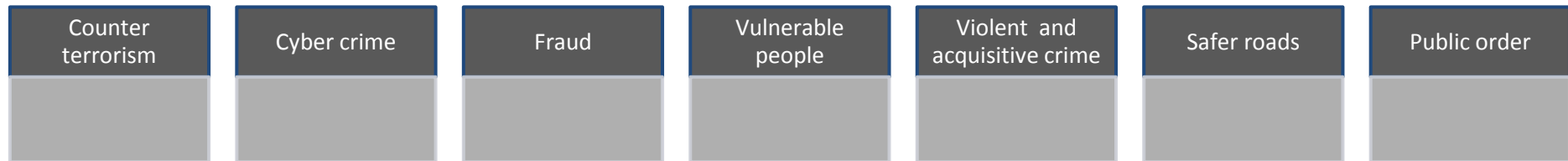
Our priorities, which form the core of our policing plan, are set with our Police Committee. We assess all the risks and threats that impact on the City of London, considering the level of harm they present together with the likelihood of them occurring. From this we develop a risk register and a number of strategic assessments, which together provide an evidence base for the priorities adopted for the City of London. They also demonstrate how we are addressing identified threats and risks.

We engage with our community and listen to their concerns so they can influence how policing is delivered in the City of London whilst engaging with key people ensures our service is bespoke to the needs of the business City. Engagement at the most local level, with residents and workers, ensures that grass-roots concerns are heard and addressed.

We pay close regard to our obligation to support the national Strategic Policing Requirement, which sets out those matters relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. Cyber crime and the threat posed by child sexual exploitation were the latest additions to the requirement. As many of our priorities directly support our national commitments it is no longer cited as a separate priority.

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

Our resulting priorities address both our national and local obligations.



COUNTER TERRORISM

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

We will

- Work in partnership with our community, national and international partners to protect the City of London from terrorism
- Provide up to date protective security advice and guidance to residents and businesses
- Engage with groups and individuals to prevent them from turning to terrorism and extremism
- Develop new and improve existing tactics to counter the threat from terrorism
- Use intelligence and analysis to target the deployment of resources to deter, detect and disrupt terrorism
- Make full use of existing and emerging technology (CCTV and automatic number plate recognition) to complement our service delivery
- Work with City businesses to improve awareness and response capabilities in organisations across the City
- Deploy and advertise the outcomes of our use of specialist 'behaviour detection officers' (Project SERVATOR)
- Support Corporation of London lead in educating staff from partner agencies and the voluntary sector with regard to preventing terrorism
- Engage with City Businesses and schools to identify any venues or individuals who may be engaged in extremist rhetoric

Our Commitment

CYBER CRIME

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

We will

- Enhance understanding of cyber crime through working in partnership with other law enforcement agencies, and apply proactive intelligence and prevention strategies to address it
- Improve our capability to tackle cyber crime by training our frontline staff (including call centre and front desk staff) to recognise cyber-related reports of crime to enhance intelligence and evidence gathering
- Train our officers in the skills necessary to investigate cyber crime effectively
- Embed tackling cyber crime into core community policing
- Be flexible across geographical boundaries
- Support our residents, businesses and workers to protect themselves against the risk from cyber crime
- Intervene to stop our community from being drawn into low level cyber crime, including online purchases through criminal websites
- Develop techniques to identify and disrupt ongoing cyber crime impacting on the City of London
- Ensure victims affected by cyber crime receive the support they need

Our Commitment

FRAUD

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

We will

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

Our Commitment

VULNERABLE PEOPLE

Some of the crimes that cause the greatest harm to individuals and society are often those that impact on the most vulnerable. These crimes include child sexual exploitation, modern slavery and human trafficking, honour based violence and domestic abuse. Such crimes are also often hidden and do not always present themselves in the way that other crime types do. Our priority is not only to address this criminality, but also to support vulnerable people who might be victims of anti-social behaviour, homeless or have mental health issues who go missing. Our Public Protection Unit deals with all issues relating to child protection, sexual offences, hate crime, adult abuse and domestic abuse (including honour based violence, forced marriage and female genital mutilation). We work closely with partner agencies, including Children's Social Care, Adult Social Care, Mental Health Services and Victim Support. We use specialist, skilled staff to investigate these crimes and will maintain our operational focus on this important area to ensure we can continue to protect the public.

We will

- Implement a positive arrest policy and proceed with victimless prosecutions where there is sufficient evidence to do so
- Use the National Referral Mechanism for any suspected offences of human trafficking
- Support victims through our Vulnerable Victim Co-ordinator
- Use appropriate partnership arrangements to manage violent and sexual offenders
- Make best use of multi-agency risk procedures to support vulnerable people
- Consider and where appropriate, implement risk management plans and safeguarding measures in all cases
- Implement and share good practice in partnership with other agencies
- Ensure all appropriate staff receive full vulnerability training
- Ensure officers appropriately identify and flag those who are vulnerable, using the national Vulnerability Assessment Framework
- Engage with hotels, licensed premises and hard to reach groups on vulnerability issues

Our Commitment

VIOLENT and ACQUISITIVE CRIME

The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, we have achieved year on year reductions in overall levels of crime over the past fifteen years. We will continue to focus on those areas that intelligence and our community tell us are the most important. In common with other policing areas, the City of London has experienced increases in levels of violent crime over recent years. Working in partnership with the Metropolitan Police, we have introduced a new process to manage prolific and persistent offenders more effectively. We will maintain our focus on preventing and tackling violent crime and acquisitive crime and bringing offenders to justice.

We will

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

Our Commitment

SAFER ROADS

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

We will

- Proactively target offenders who use the roads to cause danger to other road users
- Engage with road user groups to identify opportunities to provide timely education and enforcement activities
- Pay particular attention to vulnerable road users (pedestrians, cyclists and motorcyclists)
- Work with Transport for London by delivering special services that keep the City's roads safe
- Investigate serious collisions, support victims and their families and bring offenders that flout road safety laws to justice
- Continue to undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk.
- Support national road strategies by complementing criminal justice sanctions for offending with an educational programme aimed at improving road skills and understanding to prevent re-offending

Our Commitment

PUBLIC ORDER

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

We will

- Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan
- Engage with our community to address concerns regarding public order, providing advice and resolving policing related matters
- Engage with event organisers, protest groups, stakeholders and partners, supporting them through providing proportionate policing plans for their event or protest
- Use information and intelligence systems effectively to inform our response to disorder
- Work closely with our partners in the Metropolitan and British Transport Police ensuring an efficient collaborative response, particularly in relation to pan-London issues which affect the City of London
- Maintain our capability and capacity to respond to public order incidents at a variety of levels
- Use best practice tactics and capture learning to improve our effectiveness, efficiency and service delivery to our community

Our Commitment

Supporting the Strategic Policing Requirement

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

| Counter terrorism | Public order | Civil emergencies | Cyber crime | Serious organised crime | Child sexual abuse |
|--|--|--|--|--|--|
| <ul style="list-style-type: none"> • Terrorism is rated among the highest risks and remains an enduring threat to the UK. The ability to flex and pool resources and intelligence is crucial to the national response to the terrorist threat. We will meet all the national requirements relating to skills, knowledge and infrastructure to enable us playing a full part in our regional and national counter terrorism obligations. | <ul style="list-style-type: none"> • The primary objective of policing public order situations is to keep the peace and preserve order using the minimum force necessary. Exceptional public order demands can emerge with little notice, so forces need to retain the capability and capacity to respond effectively. We have ensured that our public order capability and capacity meets all national standards, with the appropriate numbers of skilled officers ready for deployment when required. | <ul style="list-style-type: none"> • The Civil Contingencies Act 2004 places a legal responsibility on all forces to provide an appropriate response to emergencies, whether they are the result of natural disasters or intentional actions. We have in place protocols that ensure an appropriate response, individually or in collaboration with other forces and partners to incidents involving mass casualties, chemical, biological or radiological events or as first responders to a terrorist incident. | <ul style="list-style-type: none"> • Cyber attacks cover everything from small-scale email scams to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. We will ensure that we understand the threat faced by the City of London (and the nation) in relation to cyber enabled fraud. | <ul style="list-style-type: none"> • Serious and organised crime includes a range of activities, from the illegal supply of commodities, to fraud and violence committed by multi-million pound enterprises. To deliver fully our obligations in this area we have ensured that we understand the threat we face and can collaborate with other forces and partners in tackling the threat; this includes maintaining appropriate levels of skilled staff and contributing to a multi-agency intelligence capability. | <ul style="list-style-type: none"> • The recent increases in reports of child sexual abuse (CSA) requires forces to have a joined-up approach to provide an integrated, robust policing response. We will ensure skilled investigators are available to help victims and bring offenders to justice. We will continue to work in partnership with other forces and with local agencies to ensure that the most vulnerable members of our community are protected. |

Anti-social behaviour

In addition to being the business heart of London, the City of London is a vibrant cultural and social centre. A thriving night-time economy brings with it the potential for increased levels of antisocial behaviour and alcohol related offences. Antisocial behaviour (ASB) takes many forms but it all affects the quality of life of residents, workers and visitors to the City.

An assessment of the threats that present the greatest risk and harm to the City resulted in ASB not constituting a priority for the City of London Police, however, this does not mean that we do not take it seriously or will not continue to tackle it when it occurs. Our community tells us it remains an issue for them; we have, therefore, included within the plan this commitment to addressing ASB. Prevention is a key element of our approach to tackling ASB, however, when it does occur we will deal with it effectively, ensuring victims receive an excellent quality of service, particularly if they are vulnerable or the ASB is a recurring problem.

We will

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

Our efficiency

As all police forces, we continue to face significant financial challenges over the medium term; our particular challenge is to bridge a £11.6m deficit over the course of this plan, which is in addition to the considerable savings we have already made over the past 5 years. However, we are determined to maintain our professional service delivery in the face of reducing budgets, and have developed an extensive efficiency programme that ensures we have a secure financial footing against which we can continue to police the City of London.

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

- We have invested a significant sum of money in one-off spends that will deliver considerable savings over the course of this plan and beyond. 2015 saw the beginning of a phased move to new accommodation which has a reduced footprint compared to our current estate and which will be much cheaper to run than the buildings we presently occupy. It will also allow us to end expensive leases for current buildings that will no longer be required. Our accommodation programme is being complemented by new technology that means our staff are no longer desk bound to one location. The ability to work agilely, less constricted by traditional office locations and hours, means that staff are able to work more effectively and efficiently from any location. For officers on the street, this will mean the ability to complete processes using mobile devices, negating the need for separate reports or returning to the office to use a computer.
- We will continue to seek to increase our income wherever we can; this will include maximising the opportunities under the Proceeds of Crime legislation, applying for grants including National, International and Capital City funding and generating income from our Economic Crime Academy services to businesses, nationally and internationally. We will continue to operate funded taskforces, which we will operate on a full-cost recovery basis.
- We will reduce our pay costs through the implementation of directorate reviews and discrete projects. Examples of initiatives that will be implemented over the course of this plan include enhanced collaboration arrangements with the City of London Corporation to deliver a joint community safety hub and a joint control room. We have already implemented a managed service for the provision of ICT services.

We are able to supplement our financial plans with approved and controlled use of reserves.

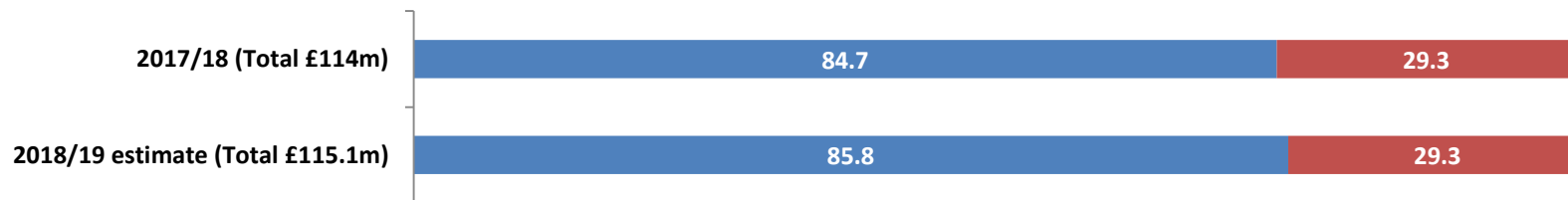
Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore we have made assumptions when developing our financial strategy, including general rates of inflation and the business rate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

INCOME (Projected) £m



- Home Office and CLG Core Grants
- Other Gov Grants, includes National Lead Force, Dedicated Security Posts and National, International and Capital City Grant
- Partnership Income, includes Late Night Levy and dedicated unit funding
- Business Rate Revaluation

EXPENDITURE (Projected) £m



- Employees
- Other expenditure (including supplies and services, premises and central support services)

Appendices

Accountability

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

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

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

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

Measures

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

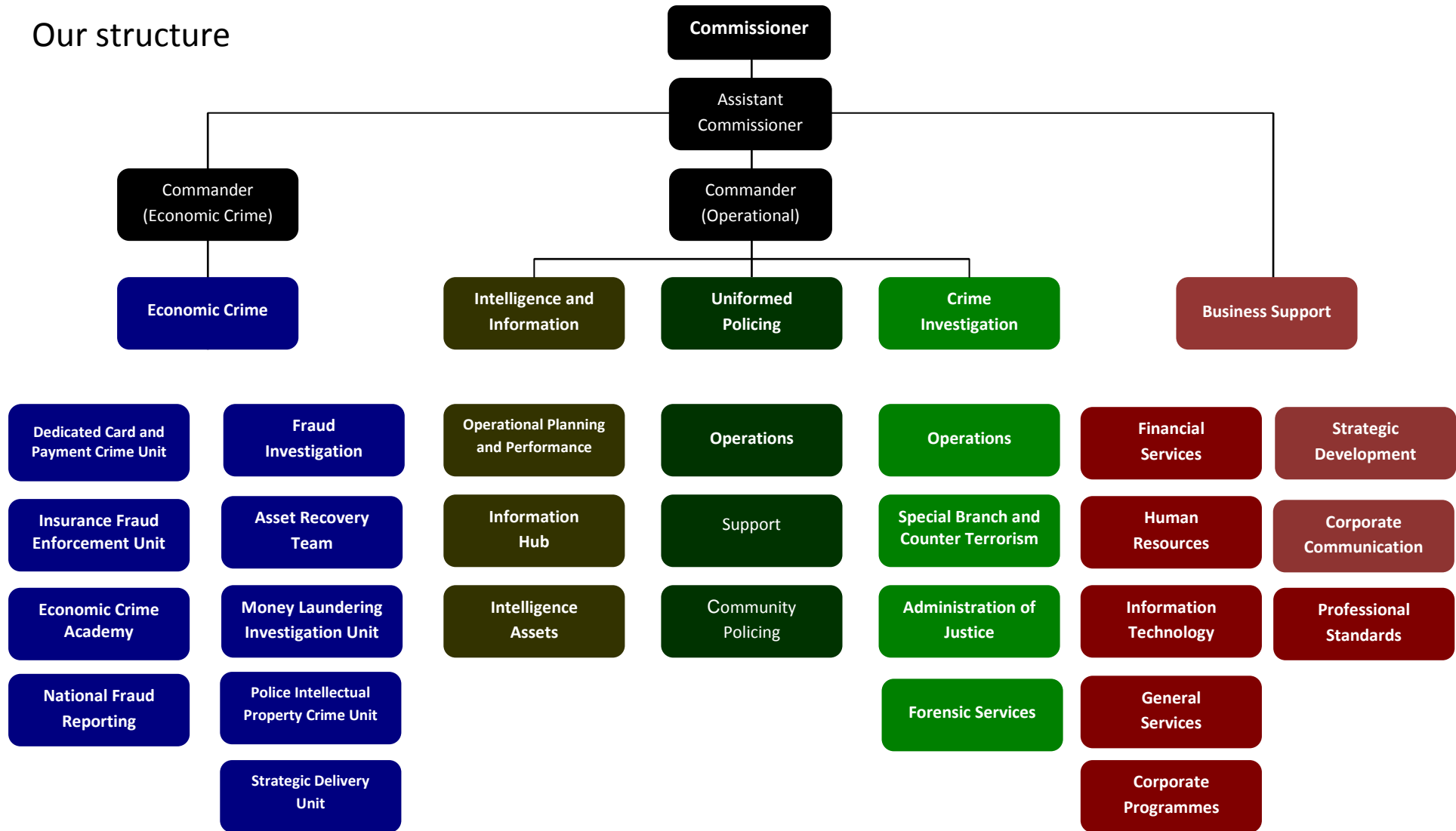
We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded in accordance with all current guidance. The following measures, which support delivery of our priorities, are those that our Police Committee will hold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

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

[NOTE: MEASURES TO BE INCLUDED FOLLOWING SUBMISSION TO THE POLICE PERFORMANCE AND RESOURCES SUB-COMMITTEE]

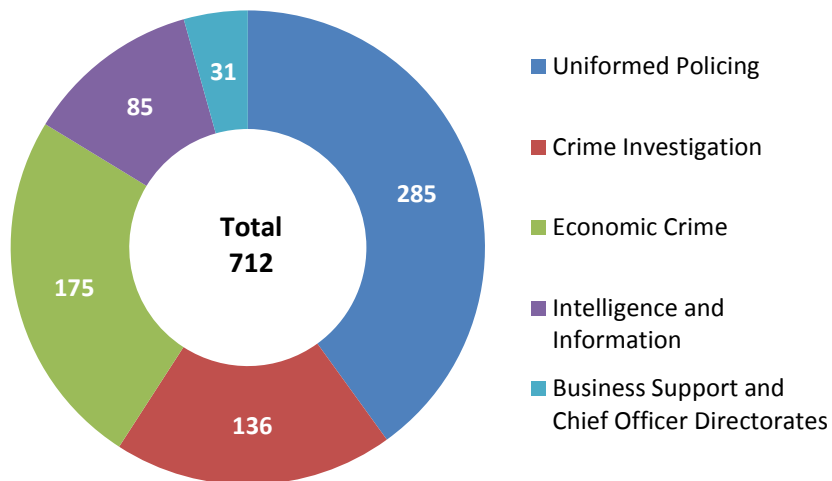
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Our structure

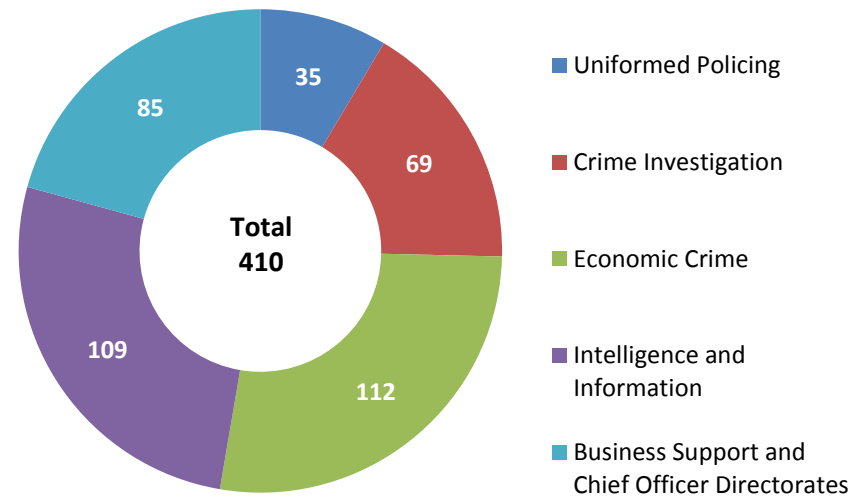


Our resources

Police Officers



Police Support Staff



Through our People Strategy, we will develop our staff to their full potential and through effective planning we will ensure that our staff and officers have the necessary skills and experience that we can match to current and future demand.

Performance 2017-18 [NOTE: TO BE UPDATED PRIOR TO PUBLICATION]

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

Measure

1. The level of specific counter terrorism deployments that are completed
2. The level of community confidence that the City of London is protected from terrorism
3. The level of evidence-based education and enforcement activities supporting the City of London Corporation's casualty reduction target
4. The number of disposals (Traffic Offence Report, Fixed Penalty Notice or Summons) from manned enforcement activities
5. The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed
6. The level of victim-based violent crime

Performance at 31.12.2016

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

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

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

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

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

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

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| 7. | The level of victim-based acquisitive crime | <i>At the end of December we recorded 2472 offences compared to 2472 offences at the same point last year, a reduction of -8.5%.</i> |
| 8. | The level of antisocial behaviour incidents | <i>At the end of December we recorded 172 fewer antisocial behaviour incidents than the previous year, 662 incidents compared to 834.</i> |
| 9. | The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided | <i>At the end of December we recorded a 78% satisfaction rate. This was a new measure and therefore there is no comparison for 2014-15.</i> |
| 10. | The level of City Fraud Crime, investigated by ECD resulting in a positive action whether through offender disposal, prevention or disruption | <i>At the end of December 16 cases had been finalised, all of which resulted in a positive outcome.</i> |
| 11. | The value of fraud prevented through interventions | <i>At the end of December we recorded preventing fraud valued at £286,917,644 compared to £278,137,374 at the same point the previous year.</i> |
| 12. | The attrition rate of crimes reported to Action Fraud | <i>At the end of December we recorded an attrition rate of 20.8% compared to 9.4% at the same point the previous year.</i> |
| 13. | The level of complaints against Action Fraud | <i>At the end of December 204 complaints had been recorded, of which 203 had been resolved. The level of complaints represents only 0.07% of reports made to Action Fraud.</i> |
| 14. | The level of the National Lead Force's return on investment | <i>At the end of December the return on investment stood at £61.76, compared to £60.33 at the same point the previous year.</i> |
| 15. | The percentage of victims of fraud satisfied with the Action Fraud reporting service | <i>Data not available past July 2015 due to the company providing the service ceasing to trade. The interim company cannot provide the information. At the end of July, the level of satisfaction was 91%.</i> |
| 16. | The percentage of victims of crime satisfied with the service provided by the police | <i>82.4% of victims of crime were satisfied with the service provided (data to the end of the second quarter, third quarter data not available to the date this plan was prepared).</i> |
| 17. | The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job | <i>80.2% of respondents stated the City of London Police are doing a good or excellent job.</i> |

Contact us

www.cityoflondon.police.uk

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

Follow us on twitter **@CityPolice**

Join us on Facebook **City Community Cop**

Public enquiries and reporting crime:

Bishopsgate Police Station

182 Bishopsgate, London, EC2M 4NP
Open 24 hours

Snow Hill Police Station

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

Wood Street Police Station

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

Headquarters (not open to the public)

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

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|--|---|
| Committee: Police Committee | Date: 18 th January 2017 |
| Subject: Barbican CCTV- Update | Public |
| Report of: Commissioner of Police Pol 02-17 | For Information |
| Report author: PS Lorenzo Conigliaro, Staff Office | |

Summary

At your September Police Committee, the Commissioner presented a report which outlined the reasons why a decision had been made not to go ahead with the Barbican CCTV project as part of the Ring of Steel Project.

Members were advised that the City of London Police will continue its engagement and work with partners to consider other factors which may impact upon the security of the Barbican residential estate. Broadly speaking these were 3 areas:

- The City of London Corporation is currently reviewing its delivery of security at a Corporate level which includes the Barbican Centre;
- Engagement with large developments on the periphery of the Barbican and the impact these might have on security, and lastly
- The Ring of Steel programme and how this might still affect CCTV coverage around the Barbican.

The City of London Corporation has been consulted and their comments included in this update.

Recommendation

It is recommended that Members note the report.

Main Report

Background

1. At your September Police Committee, the Commissioner presented a report which outlined the reasons why a decision had been made not to go ahead with the Barbican CCTV project. This was noted by Members. The Commissioner undertook to bring a brief update on various work strands which may impact upon this matter to the January 2017 meeting of your Committee. The work strands are the City of London Corporation corporate review of delivery of security which includes the Barbican Centre, major building developments on the periphery of the Barbican Centre, more specifically the Schrodgers building and lastly, the Ring of Steel Programme.

Current Position

2. The following provides an update on the three areas where work is continuing and gives an up to date position.

City of London Corporate Review of delivery of security

3. During 2016, the City of London Corporation has been reviewing its delivery of security at a corporate level.
4. Recent developments include the introduction of a new security strategy and senior security board driving internal changes in the way the Corporation delivers effective security. The Corporation has allocated funds to improve security at the most vulnerable sites and venues under its control; this includes the Barbican Centre.
5. The City of London Police provided the review team with a copy of the Forces recent Counter Terrorism Security Advisors (CTSAs) report which lists some recommendations in terms of target hardening the area. The Corporation security review has taken into account the CTSAs findings at The Barbican and some local fact finding visits have been undertaken and meetings held with Security Managers.
6. The Corporation is currently allocating funds through a City Procurement Cross Cutting Security Board to The Barbican for improvements and upgrades in the following areas based on CTSAs advice:
 - ASF - Anti Shatter Film on glazing in respect of blast protection and safety from flying glass
 - CCTV - Upgrade
 - Access Control - Improvements
 - Hostile Vehicle Mitigation - Improvements to mitigate vehicle based threats
7. Traction and progress on these improvements and upgrades is reported to, and monitored by the Corporation Security Board. There have been a number of additional surveys and visits planned and undertaken as part of the tendering and approval process for the contract award for the works above. All major security reviews are authorised and overseen by the Security Board moving forward.
8. Naturally any improvements in this area will have an impact on the wider residential area and due consultation would need to take place prior to any decisions being made.
9. The Force will continue to work with the CoL review team as required to support them in this project.

Major Developments on the Periphery of the Barbican

10. A number of major developments are taking place around the Barbican footprint. Most notable of the developments is the construction of Schrodgers on London Wall Place. This large development, coupled with the Cross Rail development will inevitably increase foot fall to the area. The Department of Built Environment (DBE) are commissioning work to understand the full impact.

11. The City of London Police has trained and accredited Architectural Liaison Officers (ALO) whose responsibility is to engage with developers at the very earliest stages to advise and guide architects on how best to design out crime and enhance security. The Force Counter Terrorism Security Advisers (CTSAs) are engaged and will work alongside the architects to support target hardening against a potential terrorist threat. The ALOs will engage with the developers through the life time of the development.
12. For the Schrodgers building specifically our ALO reports that the planned CCTV quality and coverage is of an 'exceptional standard'. The building managers have been proactively engaging with the police and are very keen to foster good relations, not only with the police but also with their neighbouring residential population in the Barbican. In addition to the CCTV coverage, the building will operate routine exterior patrols of the building and environs and soft up lighting internally and externally to improve the security impression. It is the opinion of the Force ALO that the developments at London Wall Place will bring 'an enhanced security culture to the area, far greater than existed in the previous high walk area'. The estimated date for completion and handover for this development is February 2017.
13. The Force also continues to be proactively engaged with the Cross Rail programme alongside our colleagues in the DBE, where statistical information will be analysed once the Cross Rail development reopens in 2018.

Ring of Steel Programme

14. Members will be aware of the programme and its aims and objectives through various reports to your Committee and the Project Sub Committee. The overall aim of the Programme is to protect the City of London from the threat of serious harm.
15. Currently the programme is focussed on stability and improvements to the *current* CCTV system and cameras. The time line for this stabilisation phase is to have the new equipment built, installed in the Host Centre and connected to our current CCTV video feeds for the end of this financial year. Once in place, full testing will then take place and it is anticipated that 'sign off' of the system will be before the end of this year or earlier. Upgrading of our current CCTV cameras is desired to allow full functionality across the CCTV network and is currently part of Stage 1 of the plan.
16. Taking into account the development in the local Barbican area as described in the previous section, the Ring of Steel Programme Board has incorporated a thorough analysis and relevant consultation processes in determining if and where any additional CCTV should be placed in the City. Scoping work has already taken place to identify areas when new CCTV sites would benefit CoLP, of which some locations are around the Barbican and Golden Lane Estates. There is no fixed timeline, approval or funding for new CCTV cameras at present.

17. The programme team will assess how changes to the City environment might change the location requirements of some of the cameras or add additional locations to the existing network.

Conclusion

18. The Commissioner undertook to provide a short update on the work strands currently taking place which may have an impact on any further CCTV coverage for the Barbican Centre. The Force is fully engaged with partners at the City of London Corporation as appropriate on these work strands. A further update will be provided to a future Committee if desired.

19. Large developments on the edge of the Barbican residential estate will no doubt raise resident concerns over security. The City of London Police will continue to address those concerns and police the estate in an appropriate and proportionate manner, through our local community policing model and response capability.

Background Papers

Pol 44-16- Barbican CCTV Project

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|--|------------------------------------|
| Committee: | Date: |
| Independent Custody Visitors Panel Police Committee | 19 October 2016 18 January 2017 |
| Subject: | Public |
| Independent Custody Visitor Guidelines | |
| Report of: | For Decision |
| Town Clerk | |
| Report author: | |
| Craig Spencer, Town Clerk's Department | |

Summary

These are the updated guidelines for the Independent Custody Visiting (ICV) Scheme in the City of London. The scheme has run since 2007 and required an update due to some of the content being out of date. The guidelines have been shared with the ICV Panel, made up of the visitors, and the City of London Police who have had their comments integrated into the report.

Recommendations

Members are asked to:

- a) Note the contents of the report; and
- b) Approve the guidelines for Independent Custody Visitors (ICVs) in the City of London going forward.

Main Report

Background

The City of London ICV Scheme has existed since 2007 and require an update to reflect changes both in the City of London and through national legislation. The guidelines set out the governance of the scheme, the recruitment of ICVs, arrangements for visiting, training of ICVs and procedures once ICVs are in custody suites.

Proposals

There are a few particular areas that have needed updating since the first version of these guidelines:

- Organisational arrangements within the Town Clerk's department who oversee the scheme.
- The training given to ICVs.
- The frequency of visits which has increased in the last year which was agreed with the City of London Police. Also, regular visits to Snow Hill custody suite have been removed due to the lack of regular use of this facility.
- A refreshed process for ICVs entering Bishopsgate custody suite.

- Procedures when visiting detainees under 18 and those with mental health difficulties.
- Detainees who have been subject to PAVA spray and Taser.

Conclusion

The ICV guidelines have been updated to reflect organisational, operational and legislative changes both nationally and within the City of London.

Appendices

- Appendix A – Proposed ICV Guidelines

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CITY OF LONDON INDEPENDENT CUSTODY VISITING SCHEME GUIDELINES

1. INTRODUCTION

Independent custody visiting became statutory with effect from 1st April 2003 and the provisions within the statutory instrument, related codes of practice and national standards for the process are included in this guide.

In order to assist independent custody visitors carry out their role within the City of London area the Police Committee, following consultation with the Commissioner of the City of London Police, has produced these guidelines.

The custody visiting process enables members of the local community to observe, comment and report on the conditions under which persons are detained at police stations and the operation in practice of the statutory and other rules governing their welfare, with a view to securing greater understanding and confidence in these matters. These arrangements also provide an independent check on the way police officers carry out their duties with regard to detained persons.

These visiting arrangements are carried out with the consent of all parties involved. However, in specific circumstances when detainees are unable to give their consent because of language, understanding or health difficulties, non-consensual checks will take place in the interests of the individual detainee, public openness and confidence.

2. ORGANISATION

The City of London Police Committee, acting in its role as the police authority for the City of London, has established this scheme in consultation with the Commissioner of the City of London Police. The operation of the scheme is the responsibility of the Police Committee, which has the final responsibility in all matters relating to the operation of the scheme.

3. INFRASTRUCTURE

To achieve these objectives, the Police Committee in conjunction with the Commissioner will make any revisions to the frequency of visits in the annual report. This will refer to visits across the City of London police stations, against which performance is monitored, measured and published annually.

The agreed visit frequency sets the minimum number of visits deemed appropriate to individual designated stations, but is not intended to stop additional visits in response to local activity, custody visitor concerns and special visits requested by the police (see 5.2)

The ICV Scheme Manager will be an officer of the Town Clerk's department and the ICV Scheme Coordinator will be a member of the Committee and Member Services Team in the Town Clerk's Department.

4. INDEPENDENT CUSTODY VISITORS

4.1 Eligibility

Subject to the exceptions set out below, any person over 18 who works, who did work or resides within the City of London may be appointed as an independent custody visitor. Independent custody visitors should be persons of good character who are able to make unbiased observations, in which the community can have confidence, and which the City Police will accept as fair criticism when it is justified.

Anyone who has been convicted of an offence punishable with imprisonment within the last five years, or who has ever served a term of imprisonment or detention, may not be suitable. Applicants will therefore be asked to include on their application form details of any such convictions, other than those which are spent by reason of the Rehabilitation of Offenders Act 1974, and to consent to police vetting enquiries being made.

Wherever information provided from the police differs from that provided by the applicant, the ICV Scheme Coordinator will discuss the discrepancy with the person concerned before deciding whether or not to pursue the application.

In appointing independent custody visitors, care must be taken to avoid any potential conflict of interest. For example, serving police officers and other serving City of London Corporation staff will be unsuitable for that reason. The same will apply to special constables, justices of the peace and members of the Police Committee. Other people may be excluded, after discussion with the individual applicant, if they have a direct involvement in the criminal justice system such as solicitors or probation officers.

Each application will be treated on its merits, but the over-riding factor will be to prevent possible conflicts of interest for individuals, and to maintain the independence and integrity of the scheme as a whole.

4.2 Recruitment

The Police Committee and the ICV Scheme Manager will ensure that adequate numbers of suitably trained and accredited independent custody visitors are available at all times to carry out its statutory function. To do this it recruits independent custody visitors by inviting applications from the general public. This is done by means of advertisements or other publicity in local publications, such as Cityview, and any other means which the Police Committee or ICV Scheme Manager may consider suitable.

4.3 Application Process

Interested parties will be sent an application pack containing the following; background information on custody visiting, an application form, equal opportunities monitoring form, independent custody visitor job description and a person specification form.

A selection panel comprising of the ICV Panel Chairman, the ICV Scheme Manager and a representative from the City of London Corporation will identify suitable applicants based against the person specification.

4.4 Selection

Selection will be based on an applicant's suitability as detailed in the person specification, and in line with equal opportunities. All reasonable adjustments must be made to accommodate those with disabilities and those who do not have English as their first language where they are considered suitable candidates.

Following the interviews and initial training, the selection panel will then make a final decision. The decisions will be ratified by the Police Committee ICV member and notified to applicants. An unsuccessful applicant may seek feedback, in broad terms from the selection panel as to the reasons for the panel's decision. However the decision of the selection panel is final.

An unsuccessful applicant may not re-apply to become an independent custody visitor within two years of their last application.

4.5 Induction Day

Training is organised by the Mayor's Office for Police and Crime (MOPAC) and is held at City Hall. All Custody Visitors will need to attend this training before visiting custody suites in a pair. New visitors can shadow existing pairs if they are yet to be trained.

4.6 Appointment

Following notification of their appointment, the City of London Police will issue each independent custody visitor with an identity card which will show the holder's photograph and an expiry date. The identity card will authorise the holder to visit Bishopsgate Police Station and Snow Hill Custody Suite. The access arrangements have been confirmed with the City of London Police.

Independent custody visitor identity cards must be used only for the purpose of making custody visits. If anyone is found to be using their card for any other purpose, it will be withdrawn and that person's appointment as an independent custody visitor may be terminated.

4.7 Monitoring And Review Of Custody Visiting Procedures

It is important that the performance of the independent custody visiting process is reviewed on a regular basis and each independent custody visitor has an important part to play in this process. Therefore following the successful completion of their probation period, and at 36 months the ICV Scheme Coordinator will arrange an opportunity for all individual independent custody visitors to discuss their performance. Independent custody visitors who are re-appointed after three years will be offered the same opportunity at 18- month intervals. A key factor in maintaining an appointment will be the continuing ability and willingness of an individual to carry out the role effectively.

To ensure that this is a meaningful process the Clerk to the Police Committee will also seek feedback from the visitors and will bring to the discussion any comments received from the City of London Police. Consideration will also be given to the following criteria:

- the number of visits made
- the number of training sessions attended

This will enable all parties to identify and discuss any difficulties or problems and to identify any training needs.

4.10 Termination Of Appointment Of Independent Custody Visitors

Although the work is entirely voluntary, a police authority has the right to terminate the appointment of any independent custody visitor whose conduct or performance does not meet the required standard as set out below.

In the event of misconduct the Police Committee will consider whether it is appropriate to terminate the appointment of that independent custody visitor. Misconduct will encompass matters such as misuse of the identity card, conviction of a criminal offence, abusing one's position as an independent custody visitor, for example, by consistently flouting the guidelines.

Independent custody visitors must notify the Police Committee if they are arrested, cautioned or charged with a criminal offence. In the case of any offences committed within the City of London, the City Police will notify details of the offence to the Clerk to the Police Committee. In such circumstances, the Police Committee will suspend the appointment of that independent custody visitor until the outcome of any criminal proceedings is known. If the independent custody visitor is subsequently found to be not guilty, they may be reinstated. In the case of a caution, the Police Committee will review the appointment of the independent custody visitor with regard to the nature of the offence.

Dismissal will also be considered in instances where the Custody Visitor has without justification not made any visits within a six month period.

4.11 Complaints of Misconduct by an Independent Custody Visitor

All complaints or issues of concern regarding an individual custody visitor will be notified to the ICV Scheme Manager. The Manager will, after consideration, decide if the complaint should be dealt with locally. Complaints of a more serious nature or repeated complaints must be made in writing to the Manager, who will decide how best to deal with these complaints.

Where the Manager receives a written complaint of misconduct, the individual custody visitor's appointment will be suspended until such time as the complaint is resolved. Should it be considered appropriate to refer the individual's appointment to the Police Committee for consideration, the Independent Custody Visitor will be notified in writing.

4.11 Referral of Complaints to the Police Committee

When visitors have been referred to the Police Committee for consideration the individual independent custody visitor will be informed of the date and venue of the referral and invited to submit either a written statement, or to attend the section of the Police Committee meeting at which their appointment is to be considered. An independent custody visitor may if preferred have a representative attend on their behalf. In this case the individual independent custody visitor must inform the Clerk to the Police Committee of the name of the person attending on their behalf.

At the meeting at which the referral is to be heard the Chairman or Deputy Chairman of the Police Committee will identify a minimum of three Members of the Police Committee who will take no part in the referral discussions and who will not be present when these considerations take place. These members will form part of an appeal panel should it be required at a later date (see 4.13).

The decision of the Police Committee will be notified to the independent custody visitor in writing within seven working days of the meeting. If appropriate the suspension of their appointment will be cancelled.

4.12 Appeal Process

Where an independent custody visitor's appointment is terminated, the individual will have the right to appeal. The intention to appeal must be notified to the ICV Scheme Coordinator in writing, within 21 days following the notification of termination of appointment.

The appeal panel will consist of those members of the Police Committee not involved in the referral process and an appropriate officer, nominated by the ICV Scheme Manager.

The appeal panel will meet to consider the termination of appointment within 30

days following the notification of appeal. The independent custody visitor will be notified in writing of the date and venue of the appeal, not less than seven working days prior to the appeal, and will be invited to submit a written statement or attend the appeal in person. An independent custody visitor may, if preferred, have a representative attend the appeal on their behalf. In this case the independent custody visitor must inform the Clerk to the Police Committee of the name of their representative at least seven days prior to the appeal.

The decision of the appeal panel will be notified in writing to the custody visitor within seven working days of the appeal hearing.

The decision of the appeal panel will be final. The Police Committee will not enter in to any further discussions or correspondence concerning the termination of the appointment.

5. INDEPENDENT CUSTODY VISITING ARRANGEMENTS

5.1 Number of Independent Custody Visitors

The Police Committee will appoint sufficient independent custody visitors to ensure that visits in accordance with agreed rosters and in line with the laid down visiting frequency are made. It is suggested that, in the first instance, up to 12 visitors are recruited.

5.2 Visiting Frequency

The visiting frequency to custody facilities in the City of London has been suggested as follows:

Bishopsgate Police Station - three every fortnight
Snow Hill Police Station- special visits when arranged

This follows advice both from the ICVA and the Commissioner of the City Police. Visits must be sufficiently regular to support the effectiveness of the system, but not so frequent as to unreasonably interfere with the work of the police.

The frequency of visits will be monitored against expectations and reported to the Police Committee annually (normally the May Police Committee). Where insufficient visits are taking place, the causes will be investigated and corrective action taken.

Consideration must be given to making visits to all police stations where detainees are held, even where they are only accommodated for relatively short periods of time.

5.3 Visiting Rosters

The ICV Scheme Coordinator is responsible for drawing up rotas for each quarter in advance. Visit rotas will randomly pair custody visitors together who will be

responsible for visiting identified designated stations during an identified time period. The time period will reflect the agreed visit frequency for each designated police station. The ICV Scheme Coordinator will be responsible for monitoring performance against the roster.

5.4 Visiting in Pairs

Independent custody visitors are required to visit in pairs at all times. Any independent custody visitor arriving at a police station on their own will not be granted access to the custody area to make a custody visit.

New visitors who are shadowing pairs of visitors will also be granted access; this will be the only circumstance where more than two visitors will be granted access. Any unauthorised persons must not accompany independent custody visitors. Custody visits can only be made when accompanied by another accredited City of London independent custody visitor.

5.5 Frequency and Timing Of Visits

The frequency and timing of a custody visit is a matter for the individuals, within the framework of the rota for their panel area. However, Independent Custody Visitors will be expected to make an agreed number of custody visits per year in accordance with the needs of the scheme. Care will need to be taken that custody visits, whilst sufficiently frequent to meet the agreed visiting frequency, do not take place so frequently that they impair the efficiency of the administration of the police station concerned, or the operational work of the officers attached to it. Independent custody visitors should bear in mind that custody visits impose an unexpected responsibility on custody officers and they should also be aware of possible delays during custody officer change over periods.

Independent custody visitors should arrive at the police station without prior notice, and should avoid making custody visits at regular or predictable times.

5.6 Attendance At The Police Station

Custody officers will only respond to independent custody visitors attending in person at a police station. Telephone enquiries as to the custodial situation at a police station will not be responded to.

To emphasise their impartiality, independent custody visitors should not combine the making of a custody visit with the conduct of any other business at a police station.

5.7 Custody Visits At The Request Of The Police

While custody visits should normally be unscheduled, there may be instances when there is particular tension within the local community about the treatment or wellbeing of one or more persons being detained at a police station. In such circumstances, the duty officer at the police station may invite independent custody visitors to attend, to clarify the situation. The police officer requesting the

custody visit will be responsible for contacting the Coordinator to make the custody visit.

5.8 Effective Working Relationships

For the independent custody visiting scheme to be effective it is essential that independent custody visitors and police staff develop and maintain professional working relationships based on mutual respect and understanding of each other's legitimate roles. Such relationships can only exist where there is politeness and consideration on both sides.

6. **TRAINING**

6.1 Induction

This should cover the basic knowledge and skills required to effectively carry out independent custody visits. It is likely to require a minimum of one whole day, supported by appropriate pre-reading. Key contents will include:

- The purpose of and background to independent custody visiting
- The relevant aspects of the Police and Criminal Evidence Act 1984 and of its associated Code C covering Detention, Treatment and Questioning
- Current Home Office statutory requirements
- National standards
- Local guidance, conditions of service and working practices
- The basic practicalities of conducting independent custody visits.
- Communication skills to assist effective contact with detainees and custody staff
- Equal opportunities and race awareness issues
- Health and safety issues
- Data protection considerations
- The Police Complaints System

6.2 Continuous Training

There is always scope to refresh and enhance training and there may be specific issues to address in relation to changing legal, procedural and Health and Safety requirements, developing best practice or practical issues emerging from the visiting process. Training may also be part of quarterly panel meetings for custody visitors.

7. **INDEPENDENT CUSTODY VISITING PROCEDURES AT POLICE STATIONS**

7.1 Immediate Access To The Custody Area

Upon arriving at the public enquiry counter, independent custody visitors must identify themselves and explain the purpose of their visit. At this point, they must be admitted immediately to the custody area. Independent custody visitors must accept that they may have to wait their turn to receive attention by the counter

clerk. The current process means they may not interrupt a person who is in conversation with the counter clerk, but will be the next to be attended to in this situation.

If access is delayed at the point of request, this will affect the credibility of the independent custody visiting scheme.

It is inappropriate for access to be delayed because the custody officer is busy. In such circumstances, the independent custody visitors must be admitted to the custody area and invited to wait until the custody officer, or another officer who has been authorised by the custody officer, is available to escort them on the custody visit. It is recommended that access should be delayed only where the independent custody visitors may be placed in danger, for example if there is a disturbance in progress in the custody area. A full explanation must be included by the independent custody visitors in their report and endorsed by the custody officer as appropriate.

7.2 Access To The Custody Area

Independent custody visitors must be allowed to inspect all parts of the custody area where the detainee has access e.g., cells, detention rooms, charging areas and medical room (this does not include access to locked drug cabinets). Independent custody visitors will need to check that any CCTV systems installed to observe the custody area or individual cells are operating properly. Independent custody visitors will wish to satisfy themselves that these areas are clean, tidy and in reasonable state of repair and decoration, and that bedding in cells, when appropriate, is clean and adequate. It is not always necessary to inspect stores, but visitors should establish that suitable arrangements exist for adequate stocks of mattresses and blankets, and for the cleaning of such items, and for regular replacement of necessary furnishings and equipment. They may inspect empty cells and detention rooms to check heating/ventilation systems, and that cell alarms and toilet flushing mechanisms are working properly. They may visit interview rooms in the custody area if unoccupied. Independent custody visitors may not visit CID rooms or other operational parts of the station.

7.3 Security And Safety

The custody officer, or another officer authorised by the custody officer must ensure at the onset of a visit that both independent custody visitors are familiar with emergency alarms, routes and exits, and how accidents should be reported and recorded, in accordance with the appropriate risk assessment for any particular station.

7.4 Access To Detainees

Subject to the exceptions referred to below, independent custody visitors must be allowed access to any person detained at the station. However, detainees may only be spoken to with their consent and the escorting officer is responsible for establishing whether they wish to speak to the independent custody visitors.

Subject to the exceptions referred to below, independent custody visitors must be allowed access to any person detained at a police station. Detainees will fall into the following categories:

- **PACE Prisoners** – These will constitute the vast majority and are held under the provisions of the Police and Criminal Evidence Act.
- **Home Office Prisoners** – These are remanded or sentenced prisoners who would normally be held in prison.
- **Immigration Detainees** – These are persons held under the Immigration Act 1971 and Immigration and Asylum Act 1999 who are subject to deportation proceedings or who are waiting to be removed from the UK as illegal entrants.
- **People At Risk** – These may be persons held under the Mental Health Act 1983 for their own protection or children taken into police protection under the Children Act 1989.

7.5 Consent to Custody Visits by Detainees

Detained persons are not obliged to see independent custody visitors or to answer questions. The card is printed in several other languages on the reverse, for the benefit of any detainee whose first language is not English.

Where detainees are unable to read, the custody officer will read out what is printed on the card. Where practical in order to preserve the privacy of detainees who may not wish to be visited, detainees will be asked by the custody officer within earshot, but out of sight of Independent custody visitors, whether or not they wish to receive a visit.

Each detainee will then be asked for a verbal agreement, indicating whether or not they consent to a custody visit. Whether or not detainees agree to see the independent custody visitors, the escorting officer should seek permission from each detainee for the independent custody visitors to have access to their custody record. Any agreement will be written into the custody record and signed by the detainee.

The police officer must be out of hearing during the visit, but must remain in sight of independent custody visitors.

7.6 Detainees Who Are Unable To Consent to A Custody Visit

If a detainee is under the influence of drink or drugs to such an extent that they are unable to give consent or otherwise, or is for some other reason unable to indicate willingness or otherwise to be seen, the escorting officer must, if the independent custody visitors so desire, allow them access unless it is considered that their safety could be at risk.

7.7 Detainees Who Are Asleep or Resting

Sleeping detainees can be woken at the discretion of the escorting officer to seek

consent to visit. However, where that would involve interrupting the continuous period of eight hours rest provided under PACE, the normal procedure should be not to wake the person but to observe them through the cell hatch.

When an escorting officer applies their discretion for sleeping detainees not in a period of eight hours rest to be woken, they will take into account the potential for detainees to become violent.

7.8 Access To Vulnerable Persons

Vulnerable persons include:

Persons under 18:

They may be visited with their own consent. It is not necessary to obtain the additional consent of a parent or guardian. If an appropriate adult is in attendance to support a juvenile or vulnerable person, the detained person's wishes should be sought and respected as to whether the appropriate adult should attend any custody visit.

Vulnerable adult:

Has been defined as "A person who is 18 years of age or over, and who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of him/herself, or unable to protect him/herself against significant harm or serious exploitation". (Law Commission – Who Decides? Making decisions on behalf of mentally incapacitated adults 1997)

Vulnerable adults include: People with learning disabilities, mental health problems, older people and disabled people may fall within this definition, particularly when their situation is complicated by additional factors such as:

- Physical frailty
- Chronic illness
- Sensory impairment
- Challenging behaviour
- Social problems
- Emotional problems
- Poverty
- Homelessness
- Substance abuse

7.9 Access To Custody Record

If any detainee, including a juvenile, refuses access to the custody record, Independent custody visitors will not be allowed to see it. If a person is incapable of giving consent by virtue of mental illness or disability, being comatose, or incapacitated through the influence of drugs or alcohol, access to the custody records must be allowed if the independent custody visitors so desire. Except

where a detainee objects, the independent custody visitors will be shown the parts of the custody record relating to the provision of welfare while within police detention.

7.10 Detainees Who Are Being Interviewed

If a person is being interviewed, the interview will not be interrupted. If the independent custody visitors wish to see the person later in the visit after the interview has been completed they may do so, but may, if necessary, have to wait for this purpose.

7.11 Restrictions on Access To Detainees

In exceptional circumstances the Police may judge that it is not in the public interest for a detained person to be seen by independent custody visitors. Any decision to deny independent custody visitor's access to a detained person should be taken only by an officer of Inspector rank or above. An explanation of the reason for refusal should be given to the independent custody visitors on each occasion and recorded in the custody record. The decision to deny access should be taken in each case in the light of all relevant circumstances. Access by independent custody visitors must not necessarily be denied to any particular category of detainee, or where a decision has been made that a person should be held incommunicado.

7.12 Conversations Between Detainee And Independent Custody Visitors

Where practical, police officers will be out of hearing of the visit, but must remain within sight of both independent custody visitors and detainees. If for some reason the police decide that the escorting officer should remain within hearing, the custody officer must take this decision.

Independent custody visitors should bear in mind, however, that some detained persons may be violent or under the influence of drink or drugs and that the presence of the police officer may deter or frustrate assaults on the independent custody visitors.

7.13 Documentation

The proper maintenance of contemporaneous records plays an important part in the application of rules governing the treatment of detained persons, and the process of supervision. Independent custody visitors will therefore wish to satisfy themselves that the custody record fully and properly records the action taken in connection with detainees while in police custody. Independent custody visitors may not see other police documents concerning the detainee or medical forms. The custody record should include all relevant information about necessary medication for a detainee and the frequency of administering it. Custody officers are responsible for ensuring that medication is given at appropriate times.

7.14 Medical Conditions

Independent custody visitors will wish to pay particular attention to detained persons who are suffering from any form of illness, injury or disability. They should satisfy themselves that, if appropriate, a medical examiner has been called and establish from the custody officer what instructions for medical treatment have been given, and confirm by consulting the custody record that these instructions have been carried out. Independent custody visitors may visit detainees (but not persons released from custody) in hospital, subject to the agreement of both the custody officer and the hospital authorities. To prevent a wasted journey it may be advisable to establish via the hospital whether the detainee is willing to talk to the independent custody visitors. Where a detainee in hospital is under police guard, the police officer will remain at all times with the detainee. Access to the custody record can be permitted only if the detainee has given consent in the normal way.

7.15 CCTV

Custody visits must be carried out in person and not by viewing either live CCTV footage or recorded footage. However independent custody visitors may ask the custody officer whether the CCTV is working and be given a demonstration if necessary. For information not all custody suites currently have CCTV.

7.16 Deaths in Custody

All deaths in custody are the subject of a coroner's inquest to which the police will report formally. Where a death in police custody occurs, officer in charge of the police station will notify the ICV Scheme Manager with such information as they consider appropriate. The ICV Scheme Manager will then notify the visitors - **for information only**. Consideration will need to be given with regard to the reassurance of detainees who may have been in the proximity of where the death in custody occurred.

7.17 Young Persons and Children

The first point of contact for young persons and children when they enter custody is an assessment interview, this is either done by a Police Officer or a liaison and diversion nurse if available to ensure CoLP are not missing any incidents of Child Sexual Exploitation or criminal factors of adult cohesion.

The principle custody suite in Bishopsgate has a secure Perspex room, commonly known as 'the bubble' within the reception area of custody. It is designed for use by children and vulnerable persons who have been detained for a criminal matter. This is believed a more suitable place than a cell, as both police and the detained person continue to be visible to each other and there is less chance of the detainee being further alienated or stressed by their predicament. A custody cell is used only as a last resort, dependant on the circumstances at the time and this would be with other control measures in place to reduce stress and risk as much as possible.

7.18 Appropriate Adults

Independent custody visitors may also act as appropriate adults. However, individuals must not switch between those roles during the course of a visit to the same police station.

If in a private capacity a custody visitor acts as an appropriate adult for family or friends they must not then make a custody visit to the same individuals during that period of detention.

7.19 Treatment of Detainees

Independent custody visitors must satisfy themselves that their statutory rights have been explained to detainees and they have been given the written notice of those rights. They should also be satisfied that detainees have received those rights and entitlements to which they are entitled under Code C of PACE Codes of Practice.

7.20 Dealing With Issues Raised By Detainees

Where a detainee makes a complaint or raises an issue about their general treatment or conditions at the police station independent custody visitors must (subject to the detainee's consent) take this up as soon as possible with custody staff or other staff at the police station in order to seek a resolution. The same applies to similar issues identified by visitors in the course of their attendance.

7.21 Dealing With Complaints Of Misconduct

If a detainee makes a complaint of misconduct by a police officer, he or she must be advised to address it to the duty inspector. With the detainee's consent, it may be appropriate for independent custody visitors to notify the duty inspector that the detainee wishes to make a complaint. In addition visitors may want to remind them that they can seek legal advice in relation to the complaint or ask to see a doctor if an alleged assault is involved. However, such complaints must be dealt with through the formal procedures, which are laid down and there is no broader role for independent custody visitors. They must not involve themselves in individual cases or make representations on detainees' behalf.

7.22 Remand and Sentenced Prisoners

Remand and sentenced prisoners held in police stations may seek to complain about conditions in prisons or the treatment they have received there. Independent custody visitors must not involve themselves in such matters. There are recognised grievance procedures open to prisoners such as writing to, or petitioning, the Home Secretary, or writing to their solicitor or Member of Parliament.

The contractor for the Court Escort Services also has their own procedures for recording complaints about their staff. Any complaint alleging a criminal offence will be reported to the police and the HM Prison Monitor Service immediately.

Any complaint made to the contractor, which amounts to a police complaint, will be referred to the police for investigation as at present.

7.23 Detainees Who Have Been Subjected To PAVA Spray/Taser

Independent custody visitors may in the course of their visits encounter detainees who have been sprayed with PAVA or have been tasered during their arrest. Independent custody visitors may wish to assure themselves of the health and wellbeing of such persons. If independent custody visitors believe that the detained person is suffering due to the after effects of PAVA spray or tasering they should bring this to the notice of the custody officer who has responsibility for seeking medical assistance.

7.24 Persons Detained Under Section 136 Of The Mental Health Act 1983

When a person has been arrested and it becomes apparent whilst the person is in custody they are suffering from a mental health issue, the custody officer must implement the procedure for a mental health assessment. The custody officer will request the Health Care Practitioner (HCP) for an initial assessment of the detained person and if found the detained person is displaying symptoms of a mental health crisis the HCP will initiate a full assessment. The detained person will be assessed in one sitting within custody as soon as practicable by doctors and social services. On their decision only and not the police, it will result in the detained person being transferred to a designated Mental Health Trust Hospital for further evaluation or to remain in custody for continuation of the criminal process.

IMPARTIALITY AND CONFIDENTIALITY

7.25 Advice

Independent custody visitors must not involve themselves in individual cases to the extent of offering advice about whether or not detainees should make a statement or otherwise co-operate with police inquiries. If an independent custody visitor realises they know or are known by a detainee, they must declare this and consider whether to withdraw from the visit. In the interests of impartiality, independent custody visitors must not visit friends or relations who are in custody.

7.26 Contact With Persons Outside The Police Station

Independent custody visitors must not agree to make contact with any person outside the police station at the request of a detainee. Neither must they agree to pass on a message to any other detainee within the police station, nor must they immediately notify the custody officer of such a request. Such a request must also be recorded on the visit report form.

7.27 Independent Custody Visitors Giving Evidence in Criminal Proceedings

Independent custody visitors must remain impartial and must not seek to involve themselves in any way in the process of investigation. If a detainee seeks to make admissions or otherwise discuss an alleged offence, the visitor must tell them that

the relevant contents of the visit may be disclosed in legal proceedings.

Independent custody visitors are under no obligation to give evidence or produce documents otherwise than in response to a court order, but would be obliged to respond to such an order.

7.28 Confidentiality

In accordance with Data Protection Act, independent custody visitors will acquire considerable personal information about persons in police custody. The great majority will not yet have appeared before a court, and many never will. Personal information relating to detainees must be protected against improper or unnecessary disclosure. Independent custody visitors will therefore be asked to give an undertaking (included on the custody visit report form) not to release the identity of/or information capable of identifying any person in police custody (except where a visit has exceptionally been arranged in connection with the treatment of a particular person.). It is in the interests of the strict application of the principles of confidentiality, that independent custody visitors do not name or otherwise identify persons in custody even in reports to committee.

7.29 Breach Of confidentiality

Breach of this undertaking may make independent custody visitors liable to civil proceedings by the detained person concerned. Independent custody visitors will also need to be aware that the unauthorised disclosure of the facts concerning police operations or the security of police stations may constitute an offence under section 5 of the Official Secrets Act 1989.

8. INDEPENDENT CUSTODY VISITOR REPORTS AND FOLLOW-UP ACTION

8.1 Completion Of Independent Custody Visitor Reports

On completion of a visit the independent custody visitors must complete the independent custody visiting report, recording their observations. At this point the custody officer or other custody staff can enter a response on the form outlining any action taken.

The top copy of the independent custody visitor report must be sent, as soon as possible, to the ICV Scheme Coordinator using the pre-paid envelope provided. The remaining copies will be held by the Police. If a custody visitor wishes to access these copies, this can be requested. These copies will be distributed to relevant police personnel who have managerial responsibility for custody. The final copy earmarked for the custody visitors should be left in the book of forms which is kept in Custody suite.

Visitors must ensure that both forms are completed, including the individual cell numbers and detainee custody numbers.

8.2 Reports on Unsatisfactory Treatment And Conditions

If independent custody visitors discover any aspect of the treatment of detainees or conditions at the station, which are unsatisfactory, they must also be included on the report form and raised with the custody officer at the time. Any action, which the custody officer takes, must also be recorded.

8.3 Expenses

The work is entirely voluntary, but travelling expenses will be payable to all Independent custody visitors when travelling on authority business. Only public transport fares or private car mileage at the agreed rate will be paid. Independent custody visitors using their own motor vehicles to and from their visits are advised to inform their insurers about their duties. Expenses can also be claimed for attending training sessions, and panel meetings. Claims must be made on the appropriate form.

8.4 Guidelines

A copy of these guidelines will be placed within the custody area of every designated police station within the City of London for the information of custody staff, and so that they may be referred to by independent custody visitors and police officers alike.

9. **PUBLICITY GUIDELINES**

9.1 Publicity

It is generally desirable that the role and aims of the scheme should be promoted to the public. Independent custody visitors must, however, bear in mind that the purpose of publicity is to inform the public about the scheme and not to draw attention to individual cases or to themselves.

Independent custody visitors should not discuss the cases of individuals with whom they come into contact during visits to police station and under no circumstance should individual contacts or specific events be discussed except in general, anonymous, terms which support any explanation of the purpose of the scheme.

Any invitation to speak to the press, or local groups or organisations (other than the community consultative group's in their area), about any aspect of independent custody visiting must be referred to the ICV Scheme Coordinator and should not be undertaken by individual independent custody visitors except at the request of the police authority, who will in normal circumstances have consulted with the Commissioner of the City of London Police.

Independent custody visitors should remember that they are accountable to the Police Committee and not to the press or individual members of the public.

9.2 Confidentiality

The Police Committee provides other independent custody visitors' names and telephone numbers in the strictest confidence, purely for convenience in making contact to arrange a visit. Such details must not be disclosed to any other person.

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| Committee: Police Committee | Date: 18 January 2017 |
| Subject: Community Engagement Update | Public |
| Report of: Commissioner of Police Pol 07-17 | For Information |
| Report Author: Superintendent Helen Isaac (Communities and Partnerships) | |

Summary

This report provides an update on engagement and activities across four main areas, linked to the Force's strategic priorities: (1) Counter Terrorism (CT) and communications; (2) Safeguarding the Vulnerable; (3) Anti-Social Behaviour (ASB) and (4) Road Safety.

1. **Counter-terrorism and Communications:** The Force took part in the National Counter Terrorism Awareness Week from 28th November, delivering briefings and communications throughout the week on a number of specific themes such as Prevent, vigilance, Heavy Good Vehicles, Christmas shopping/crowded places and the link between fraud and terrorism.
2. **Safeguarding and Vulnerability:** The Force has recently decided to adopt Operation Signature to identify and respond to vulnerable victims of fraud within the City of London, which will see victims over 65 years of age receive a personal visit from a Communities and Partnerships Officer. Increased patrols of the City's bridges continue as part of the effort to reduce the number of people committing or attempting to commit suicide in the River Thames. The number of instances has recently fallen and joint work to share good practice continues with partners including other London forces, healthcare professionals and the Marine Support Unit and Coastguard.
3. **ASB:** We have continued to work with the City of London Corporation to achieve results in our enforcement activities around begging and vagrancy and ASB around licensed premises. The Christmas campaign for 2016 has provided significantly increased resources throughout December funded by the Late Night Levy and has seen joint patrols between a CoLP cycle officer and London Ambulance Service (LAS) cycle paramedic dramatically reduce the need for ambulances and police resources in response to alcohol related incidents during a very busy time of year.
4. **Road Safety:** The Transport and Highways Operations Group in partnership with the Corporation continue to promote road safety awareness and enforce road traffic law, with a cycle light give away and free bike marking providing good on-going opportunities for engagement with the growing cycle community.

Recommendations

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

Main Report

1. Counter-Terrorism (CT) and Communications

Engagement and Action

- 1.1 National Counter Terrorism Awareness Week took place the week commencing 28th November 2016. Throughout the week the City of London Special Branch (SB) and Counter Terrorism Section (CTS) led the force in its drive to reinforce the CT messaging to our community and staff around 'stay safe', vigilance and hostile reconnaissance. The activity and messaging was delivered in collaboration with Corporate Communications, Economic Crime (NFIB), Uniformed Policing, the Prevent team and the Transport and Highways Operations Group (THOG). The local media messaging was consistent with the Contest Strategy for CT and in line with the national media lines from the National Counter Terrorism Policing Headquarters (NCTPHQ).
- 1.2 Each day during the week, all forces nationally focused on a particular subject such as Prevent, vigilance, ports, Heavy Good Vehicles, Christmas shopping/crowded places and stadiums. Due to the fact that the City of London has no ports or stadiums, we used these days to reinforce extra messaging and proactive activity around HGVs and fraud links to funding terrorism.
- 1.3 Throughout the week the SB and CTS teams delivered 25 briefings in person to the business community over 7 days. These briefings were tailored specifically around hostile reconnaissance, vigilance and Unmanned Aerial Vehicles (Drones). The team also delivered a number of briefings to City of London Corporation (CoL) staff from departments including Cleansing, Outside Spaces and Markets.
- 1.4 Also during this week our Counter Terrorism Security Advisors organised and presented to two 'Lunch and Learn' sessions at a City investment bank, reaching around 200 people. They delivered a Project Griffin session to an audience of 80 security professionals and a table top exercise to a large City insurance firm. The office also provided threat and vigilance messaging in person to the Barbican and Paternoster Security Forums, reaching 20 representatives from City businesses and around 100 people at the Business Continuity Institute meeting hosted by Lloyds of London.
- 1.5 On the evening of 28th November, the Prevent Team delivered a bespoke workshop for the Charity and Voluntary Sector. This was attended by several large charities such as The Red Cross and The Prince's Trust. The NFIB gave an input on fraud awareness and terrorist financing using charities and the SB team provided an updated threat overview. This was attended by around 30 representatives from the sector and the subject matter was well received.
- 1.6 On the nights of 30th November and 1st December the Transport Highways Operations Group (THOG) and SB staff ran a proactive operation in Smithfield Market, which is serviced by HGVs from across the whole of Europe. The objective of this operation was to raise awareness of terrorism, deliver the message that the UK police target HGVs, to identify those persons that may

wish to use them as a terrorist weapon and identify road traffic offences. During the two nights SB staff and traffic officers stopped a total of 22 HGVs. CT advice was delivered, 27 drivers were given verbal warnings for traffic matters and £2,350 in fines for traffic infringements were handed out.

- 1.7 The Prevent Team has provided an input to Project Griffin training sessions each first Thursday of the month. Inputs have also been provided to the Crime Prevention Association (CPA) on Prevent and national Prevent campaigns.
- 1.8 With the approach of a new academic year and a turnaround of teaching staff within City schools the Prevent team has approached the schools and delivered workshops to the following establishments:
- City of London School for Boys
 - St Paul's Choir School
 - Governors of the Guildhall School of Music
 - Sir John Cass
 - City of London School for Girls
 - East West Community Nursery
 - Smithfield House Nursery

- 1.9 These sessions have been very well received and feedback has been positive, with the Prevent team receiving several emails of appreciation for the training and work being done with schools and youth organisations as below:

Thank you very much for delivering the Prevent training to us in school yesterday. It is important for all staff to be well versed in Prevent and Channel and we are very grateful for your time.

Thank you for all the work you do for the community working and living in the community.

Thanks so much for today, it went really well. Excellent feedback on the evaluation forms attached.

I just wanted to say thank you for the really excellent training you provided on Friday. It was engaging, informative and has left us feeling more confident in dealing with these issues. I must also say just how much we value our relationship with the City of London Police. You are nothing but helpful and supportive.

- 1.10 As part of the community's crucial involvement in Project Servator, the Force has piloted ReACT training for security personnel, a natural lead on from the Project Griffin training most guards in the City undertake. The training concentrates on preparing specialist guards in key businesses and areas around the City to work jointly with the Project Servator team, including the following subject matter:
- Understanding the current threat
 - Understanding hostile reconnaissance

- Recognising suspicious activity
- Situational awareness
- Motivating and de-motivating behaviour and impact on the hostile
- Project Servator messaging
- Supporting police deployments

The first session received excellent feedback from attendees and further sessions for the first quarter of 2017 are almost full. All training is delivered by experienced Project Servator officers and involves a deployment with officers as part of the course.

2. Safeguarding and Vulnerability

- 2.1 Vulnerability has now been agreed as an addition to the Force's control strategy priorities. Community Policing representatives attend both the Vulnerability Working Group and quarterly Vulnerability Steering Group meetings, reporting engagement and actions into these forums. Superintendent Isaac from Communities and Partnerships is the lead for this control strategy area, working closely with the Detective Inspector from the Public Protection Unit as her deputy. This is a wide remit covering many areas and problem profiles are being produced by the Force Intelligence Bureau to direct activity in areas for particular focus over the coming months.

Engagement and Action

- 2.2 On the 27th September a Supervisor from Community Policing attended the AGE UK event in the City to engage with elderly support charities and City of London Partnerships. This has opened opportunities to engage with elderly and isolated people in the City of London in partnership with the Corporation of London, Age Concern and Age UK. Particularly of interest were the COL Befriending Buddy scheme and the COL City Walks tailored to isolated and elderly people. Community Supervisors will progress this with those agencies as additional ways to engage with elderly vulnerable isolated people and offer reassurance and crime prevention.
- 2.3 It has been agreed by the Force Vulnerability Steering Group that The City of London Police will adopt Operation Signature as our response to vulnerable victims of fraud. Operation Signature is a standardised reporting and recording process, introduced by Sussex Police, to identify and support vulnerable victims of fraud. The process provides preventative and support measures intended to protect victims and safeguard them from further targeting. An important strand of Operation Signature is its wider messaging and prevention advice, and working with statutory and voluntary agencies both locally and nationally to influence change.
- 2.4 Victim information will come from a range of potential sources, but also from the NFIB Victim Fraud data that is sent to Forces on a six weekly

basis detailing the victims within the Square Mile - this is a response for individual victims rather than corporate ones. Any victim in the City identified as being vulnerable by way of age (over 65) will receive a visit from an officer from Community Policing. This will both support our vulnerable victims of fraud and also allow us to improve our understanding of the scale and nature of the issue in our community.

- 2.5 A Brokers' Chief Risk Officer Forum took place on 3rd November 2016, where Neil Taylor and DCI Ollie Little from the Economic Crime Directorate provided updates on insurance fraud and other current trends. This forum is attended by the top risk officers from 15-20 of the City's largest firms and as a result of the increased engagement, more information is now being passed to us by companies.
- 2.7 A Cyber Security Breakfast took place at Barclay's in Fenchurch Street on 10th November and officers from Economic Crime were invited to attend. This was an event for high net worth clients and officers were provided with an opportunity to present updates on cyber crime trends and also the risks of using public wifi. The relationship with Barclays through continued engagement is very positive and opportunities to present to forums such as this are an excellent way of getting key crime prevention messages over to larger groups of people, with invites to individual premises often following on as a result.
- 2.8 The Communities and Partnerships Crime Prevention Sergeant has commenced a regular community email for business forums, to increase awareness in the community of current issues, scams and ways of protecting against certain crime types. Circulations are themed, with burglary, theft and fraud covered during December. This included advice on physical security, tailgating and phone snatching, along with telephone, cyber and recovery fraud prevention. Crime prevention presentations were also provided by the team at key City businesses as part of the Christmas campaign, where our 'stay safe' message was given to large groups of staff members, followed by an opportunity for questions and answers on any aspects of personal safety.

Suicide Prevention

- 2.9 As part of the work on vulnerability, a problem profile has been completed on the issue of suicide and attempted suicide. As reported to Police Committee in September, the City of London has seen a significant increase in the number of people attempting or committing suicide from our bridges. Since the summer, we have deployed additional resources to patrol bridges during the time periods where these incidents are more common. The number of incidents has reduced from 23 attempts and 1 suicide in May to 10 attempts and 1 suicide in October, although it is difficult to attribute this to the increased patrols and awareness alone, as other variables and seasonal influences are all likely to have an impact.
- 2.10 It has been agreed at the Vulnerability Steering Group, pending sign off at the Health and Wellbeing Board in January that the CoLP and CoL will have a joint strategy and action plan for suicide prevention. Following the

inaugural meeting of the partnership Bridges Working Group in June, this group met again in December to share best practice and discuss current issues. The group has agreed to extend the terms of reference to become the Suicide Prevention Working Group, as whilst bridges are currently a particular issue, this should not detract attention to other locations should they require increased focus.

- 2.11 The impact of the bridges pilot around London Bridge will be evaluated from April 2017, a year after implementation. The pilot has included signage with contact details for the Samaritans attached to the bridge and training for businesses around the London Bridge area being provided jointly by CoL, CoLP and the Samaritans. Training equips staff in local businesses to spot those who may be experiencing or are more likely to experience a mental health crisis and how to approach someone in need. Feedback on the training has been very positive and the joint action plan will include an objective to roll this out to more businesses.

3. Tackling and Preventing Anti-Social Behaviour (ASB)

- 3.1 ASB levels continue to remain low in the City, although following an audit in September by the Force Crime Registrar, the number of incidents classed as ASB has risen considerably. This is due to an increased number of reports received in the Force Control Room being closed with ASB related codes to ensure compliance with national standards of recording, rather than an increase in the number of incidents occurring. The majority of the ASB reports continue to be complaints about alcohol related rowdiness, begging and vagrancy.

Engagement and action

- 3.2 The Licensing Team organised a Licensing Forum which was held on 21st November at the Steelyard, Allhallows Lane. The event was attended by 110 individuals representing 80 of the busier venues in the City. Representatives from the various security teams also attended this event.

Attendees were addressed by a number of speakers on a range of subjects:

- Peter Davenport-The Licensing Authority
- Rachel Sambells- the Pollution Team
- John Sandlin- The Security Industry Authority
- DI Anna Rice- PPU
- PC Sadiq Miah- Prevent

This event is in addition to the very considerable contact the team have had with many of the venues and their management teams during business as usual to ensure joint working and early resolution wherever possible of any issues.

- 3.3 The Force has had recent success in working together with the CoL in resolving residents' complaints in Creechurch Lane. The team experienced problems identifying which premises customers had

emanated from but by making appropriate representations to the Managers of the licensed premises in the area, there has been a reduction in noise complaints locally. The interaction between the teams continues to be fruitful as together we meet with legal representatives of newly opening premises. Most recently there have been meetings with lawyers who represent prospective licence holders at new hotels in Dorset Rise and South Place. By taking a proactive stance in this way the Force provides pre-opening and pre-grant contact and engagement with vendors of alcohol, with the view that this builds good relationships and provides a positive stance in tackling crime and disorder and public nuisance.

Christmas Campaign 2016

- 3.4 The Gold Commanders strategic intentions for this year's campaign were:
- To work in partnership with businesses and the City of London Corporation to minimise the likelihood of violent and acquisitive crime
 - To provide reassurance to the community and minimise the likelihood of harm, of the current security situation and latest threat assessment
 - To support the national NPCC drink/drug drive campaign
 - To minimise the risk to vulnerable users of the transport system by supporting the Safer Travel at Night campaign
- 3.5 The campaign saw increased resources funded by the Late Night Levy, working through the night on Thursdays, Fridays and Saturdays from 24th November onwards. Resources were used both to prevent incidents where possible and to respond to the increased number of alcohol related calls received at this time of year. Social media was used to highlight the risks of excess drinking and the licensing team deployed each shift to engage with licensees, using their expertise in the Licensing Act and personal knowledge of premises to best effect. A report on outcomes on the campaign is to be presented to senior officers in January 2017.
- 3.6 Of particular note during the campaign was the success of the joint cycle patrols with an LAS paramedic throughout the night shifts. During recent Christmas campaigns we have found ambulance waiting times challenging and with increasing frequency found that police vehicles were either being tied up with taking people at risk to hospital themselves, or officers were waiting long periods of time with people on the street for an ambulance to arrive. This has had a considerable impact on availability of our resources, even when the Alcohol Recovery Centre was in place at Liverpool Street Station.
- 3.7 The LAS paramedic assigned to the City for these shifts assessed 90% of calls as alcohol related and together with the police officer medic from the City of London Police, they used experience and expertise to triage and use the most appropriate pathway for each patient. Outcomes ranged from friends and family coming to collect people from the scene, use of various cab services, St John's ambulances for some intoxicated and incapable patients and the few front line ambulances we had to use, were mostly for more severe injuries (not always connected with alcohol) or

mental health patients. Total patients triaged during the campaign was 92, with 73 (79%) of the ambulances called for these being cancelled by the paramedic following triage.

Begging and Vagrancy

- 3.8 Operation Acton is a joint initiative with the Corporation of London and St Mungo's homeless charity, designed to address homelessness and rough sleeping. We have continued to hold 'pop-up' hubs using local churches within the Square Mile to accommodate rough sleepers to facilitate assessment and also provide sheltered accommodation. The most recent hub ran in November and resulted in two people receiving assessment and help from partner agencies. Nine people have now been issued with Op Acton Vouchers, two summoned for vagrancy, one arrested and one found guilty at the City of London Magistrates Court for vagrancy and urinating in a public place.
- 3.9 Joint homelessness patrols with the UK Border Agency and St. Mungo's outreach team resulted in five arrests for immigration offences and two 'mind to remove' letters served by Immigration Officers.
- 3.10 The national annual homeless count took place on 6th November 2016 and City of London Police PCSOs and PCs assisted colleagues from the Corporation of London and St Mungo's. The total of this count was 50 people found sleeping rough, a figure consistent with previous years, with 49 in 2015 and 50 in 2014.
- 3.11 Operation Alabama replaced Operation Fennel in September 2016 and is a targeted intervention and enforcement partnership between CoLP, CoL, Drugs Action Team and St Mungo's in the use of Community Protection Notices (CPNs) to tackle begging. A CPN is intended to deal with particular, ongoing problems of nuisance which negatively affect the community's quality of life by targeting the person responsible. The operation utilises the powers under the Crime and Police Act 2014. The offender is given a written warning with regards to their conduct and if this behaviour does not cease within a certain time period they will be issued a CPN. So far, 15 warning letters have been sent to offenders and 3 community protection notices have been served.
- 3.12 An example of successful engagement in this area has been with an entrenched rough sleeper and beggar in the Moorgate area, who has refused to engage in the past with police and outreach workers. PCSOs from the dedicated ASB team have worked with the individual over the past few weeks, managing to build a rapport with him through sustained efforts. As a result he is now engaging with the outreach team and St Mungo's and it is hoped that he will accept assistance to come off the street.

4. Making the City's Roads Safer

- 4.1 Cycle marking continues to be a good way of both engaging with cyclists whilst helping to protect their bikes from theft. For the period of September to December 2016 officers have security marked 345 cycles, primarily at Exchanging Places events, road safety events and at pop up sessions that are run based on current hot spots for cycle theft.
- 4.2 Exchanging Places events in this period provided 37 people with an opportunity to see road danger from another road user's perspective. Operation Atrium will continue to run in 2017 as part of our continued efforts to tackle dangerous cycling. We continue to support the road safety activities of the Corporation's Road Danger Reduction Team through cycle safety and education events.
- 4.3 The Community Policing Cycle Safety Team has led on cycle safety and security events at the following locations during September to December:
- London Wall as part of the new Crossrail site
 - Devonshire Row Road Safety event
 - Paternoster Square Cycle Safety and Crime Prevention event
 - Kings College Cycle Safety and Crime Prevention event
 - St Botolph's Cycle Safety and Crime Prevention event
 - The "Safer in the City" Active City Business Network event held at Nomura
- 4.4 The Transport and Highways Operations Group continues to undertake criminal enforcement relating to road use, and have run specific operations targeting drink and drug drivers, excess speed, seatbelts and mobile phone use. Between September and November 2016 there were 81 fixed penalty notices, Traffic Offence Reports or processes issued for excess speed. There were 26 fixed penalty notices and Traffic Offence Reports issued for seatbelt offences and 201 fixed penalty notices, Traffic Offence Reports or processes for mobile phone offences. Officers conducted 317 drug tests and 199 breath tests over the period, which resulted in 32 arrests.
- 4.5 We have worked alongside TfL's Public Carriage Office compliance staff, undertaking compliance checks on hackney carriage and private hire vehicles. Between September and November 2016 we stop checked 1959 taxis and private hire vehicles, completed 11 local operations and 16 partnership operations. A total of 224 Hackney Carriages and 332 private hire vehicles were found to be non-compliant, demonstrating the value of this work.
- 4.6 In November officers participated in a cycle safety event at Blackfriars Bridge in relation to changes to the Cycle Superhighway and continued to support educational activities to cyclists for CoL's Light Angel campaign. This has involved giving out free cycle lights to those stopped to highlight the importance of checking lights and ensuring visibility now the daylight hours are reduced.

5. Conclusion

This report informs Committee members of community engagement and intervention activity undertaken since the last report and highlights current issues and how the City of London Police has responded to them.

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| | |
|--|---|
| Committee: Police- For information | Date: 18 th January 2017 |
| Subject: City of London Police Risk Register Update | Public |
| Report of: Commissioner of Police Pol 03-17 | For Information |
| Report author: Paul Adams, Head of Governance and Assurance Strategic Development | |

Summary

The Force Strategic Risk Register has been reviewed as part of the quarterly assurance process maintained within the Force. The last risk & business continuity meeting was held on the 11th November with the follow-up meeting with the Police Committee risk lead held on the 20th December. Below are the notable highlights of the Force risk profile.

Red Risks

At this time the following risks are scored red within the risk register:

- 1) **SR 24: Inaccurate or non-provision of business/crime data:** This risk reflects both issues with the Business Objects system in Force Intelligence Bureau (FIB) to extract data from systems and the lack of business support to different systems. Work is being completed to mitigate this risk through business objects being worked on to fix the errors in running reports with support from Agilisys and a central hub of systems administrators is being formed within the I&I directorate.
- 2) **SR 25: The High Tech Crime Unit Server broken – some data irretrievably lost:** This risk was raised to cover the possibility that some data may have been lost with the failure of the high tech crime server. Work to shore up the resilience of this server has now been completed and at this stage it has been assessed that there is no impact on historic data stored, this means that no data appears to have been lost. This risk will be re-assessed in January and is likely to be reduced in score.
- 3) **SR 27: Casualty Bureau Activation:** This risk was identified by the Crime Directorate. It highlights a short term risk posed by the Metropolitan Police Services (MPS) and Force using two different systems for the casualty bureau until the MPS completes its upgrade currently scheduled for January 2017. In the short term the risk is being mitigated with additional training within Force as it affects the ability of the Force to identify missing persons should the bureau be activated and staff sent out to hospitals. Once the MPS upgrade has been completed the risk will be evaluated to see if the capability of the MPS in trained staff exists on the new system and rescored accordingly.

Amber Risks

There are 7 Amber risks currently listed in the register:

- 1) **SR 04: Underperforming as Lead Force for Economic Crime**
- 2) **SR 12: Reduction of Economic Crime Directorate (ECD) external funding streams**

- 3) **SR 14: IT Business Continuity**
- 4) **SR 16: Impact of continued savings on Force Capability**
- 5) **SR 22: Rapid pace and scope of transformational change impacts on Force services, capability and functions**
- 6) **SR 23: Force unable to dynamically respond to funding stream changes**
- 7) **SR 26: Failure to deliver Emergency Services Mobile Communication programme (ESMCP)**

Details of these risks are listed within the main body of this report.

Recommendation

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

Main Report

BACKGROUND

1. The Force Strategic Risk Register remains monitored on a quarterly basis by the Force risk & business continuity group.
2. This report sets out the position of the Force Strategic Risk Register following the risk & business continuity group held on the 11th November 2016. The risk register has been amended and updated following this meeting.

CURRENT POSITION

3. In accordance with the City of London Corporation's responsibilities as a police authority, it is appropriate that your Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force. We therefore present the current position of our risk register for Committee to note.
4. The Force risk & business continuity group provides a forum for the Assistant Commissioner to actively question all risk registers within the Force and allow Directors to collectively assess their risks and control measures. This aims to provide a top-down and bottom-up approach to the management of risk. This process is reviewed each year and refined where appropriate to ensure it remains fit for purpose and provides sound oversight to the risk process. The assurance meetings have taken place on a quarterly basis since the 3rd May 2011.
5. The Strategic Risk Register continues to be supported by a cascade of Directorate risk registers that are maintained and reviewed by Directors in support of the delivery of their portfolio business plans. Significant risks from Directors areas that they define as unmanageable by them alone are also discussed at the Risk Assurance Group to add information, where appropriate, to the Force risk profile.

6. During 2016 the Assistant Commissioner has initiated a review of risk controls to ensure that Green risks truly reflect the position assigned to them, this is a rolling programme of review and at the time of report writing assurance has been given to the controls around the following risks:

- July: SR 01: Inadequate response to terrorism within the City
- August: SR 03: Inadequate management of a high profile event
- September: SR 02: Reduction in public confidence in the Force as a result of terrorist attack against City
- September: SR 21: Inadequate response to a cyber investigation
- October: SR 18: Vulnerability of Force IT network security being compromised
- November: SR 05: Reduction in staff morale/well-being

The position of the Force risks as at 31st December 2016 is detailed below:

Force Strategic Risk Profile Summary

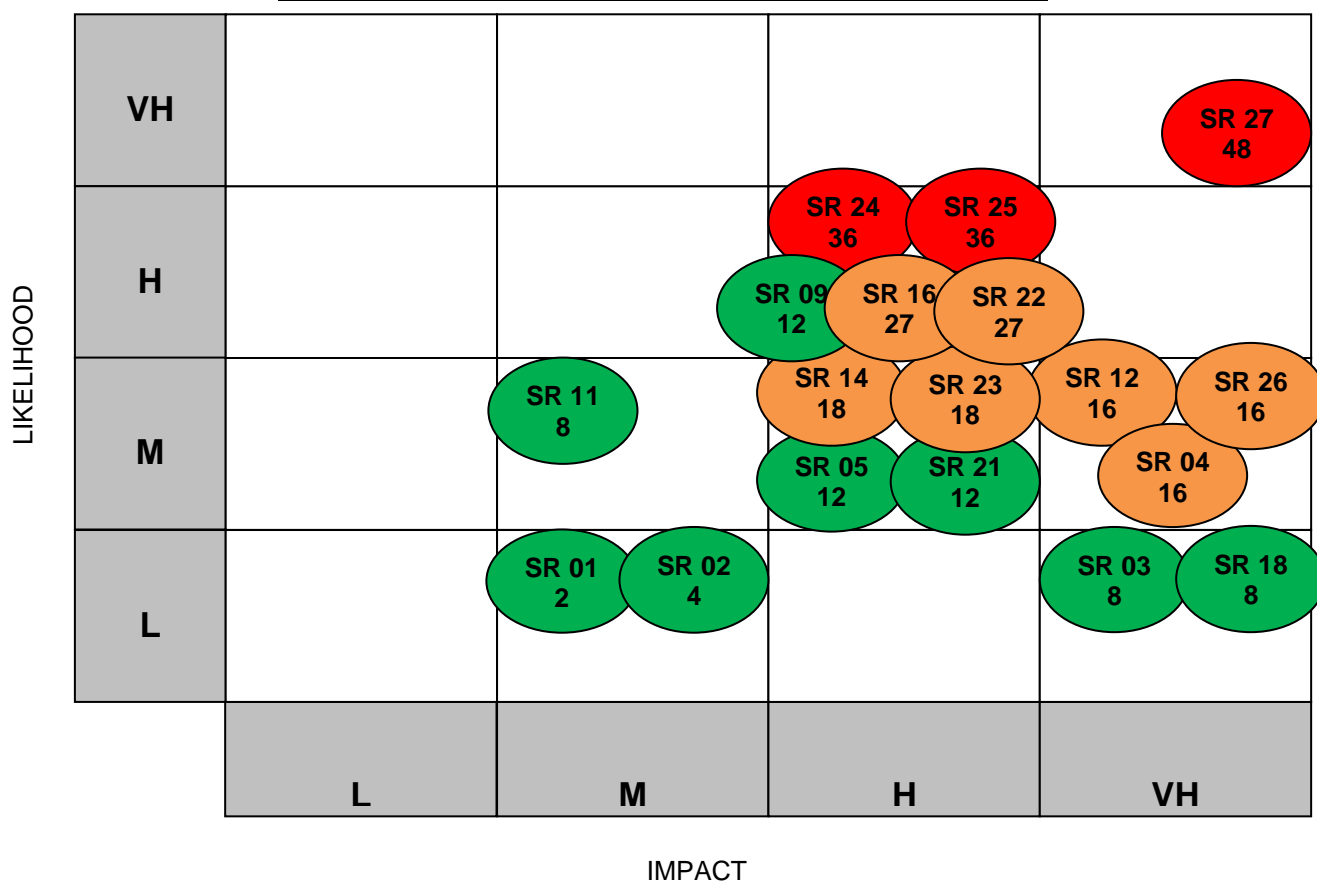
| FORCE STRATEGIC RISK SUMMARY | | Previous | | | | Current | | | | Trend | | | Control Colour |
|------------------------------|---|----------|---|---|----|---------|----|---|----|-------|---|---|----------------|
| Ref | Description | I | L | C | RM | I | L | C | RM | I | L | C | |
| SR 01 | Inadequate response to terrorism within the City | M | L | 1 | 2 | M | L | 1 | 2 | → | → | → | GREEN |
| SR 02 | Reduction in public confidence in the Force as a result of terrorist attack against City | M | L | 2 | 4 | M | L | 2 | 4 | → | → | → | GREEN |
| SR 03 | Inadequate management of a high profile event | VH | L | 2 | 8 | VH | L | 2 | 8 | → | → | → | GREEN |
| SR 04 | Underperforming as Lead Force for Economic Crime | VH | M | 2 | 16 | VH | M | 2 | 16 | → | → | → | AMBER |
| SR 05 | Reduction of staff morale/well-being | H | M | 2 | 12 | H | M | 2 | 12 | → | → | → | GREEN |
| SR 09 | Delivery of new Force Estate | H | H | 1 | 12 | H | H | 1 | 12 | → | → | → | GREEN |
| SR 11 | Delivery of Policing Plan Priorities and Measures | M | M | 2 | 8 | M | M | 2 | 8 | → | → | → | GREEN |
| SR 12 | Reduction of ECD external funding streams | VH | M | 2 | 16 | VH | M | 2 | 16 | → | → | → | AMBER |
| SR 14 | IT Business Continuity | H | M | 3 | 18 | H | M | 3 | 18 | → | → | → | AMBER |
| SR 16 | Impact of continued savings on Force Capability | H | H | 3 | 27 | H | H | 3 | 27 | → | → | → | AMBER |
| SR 18 | Vulnerability of Force IT network security being compromised | VH | L | 2 | 8 | VH | L | 2 | 8 | → | → | → | GREEN |
| SR 21 | Inadequate response to a cyber investigation | H | M | 2 | 12 | H | M | 2 | 12 | → | → | → | GREEN |
| SR 22 | Rapid pace and scope of transformational change impacts on Force services, capability and functions | H | H | 3 | 27 | H | H | 3 | 27 | → | → | → | AMBER |
| SR 23 | Force unable to dynamically respond to funding stream changes | H | M | 3 | 18 | H | M | 3 | 18 | → | → | → | AMBER |
| SR 24 | Inaccurate or non-provision of business/crime data | - | - | - | - | H | H | 4 | 36 | - | - | - | RED |
| SR 25 | The High Tech Crime Unit Server broken – some data irretrievably lost | - | - | - | - | H | H | 4 | 36 | - | - | - | RED |
| SR 26 | Failure to deliver ESMCP programme | - | - | - | - | VH | M | 2 | 16 | - | - | - | AMBER |
| SR 27 | Casualty Bureau Activation | - | - | - | - | VH | VH | 3 | 48 | - | - | - | RED |

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

Current Closed Risks December 2016

| | | |
|--------------|---|--|
| SR 06 | Failure to contain expenditure within agreed budgets | CLOSED 14/08/12 |
| SR 07 | Increased dissatisfaction with quality & delivery of service to community. | CLOSED 04/03/13 |
| SR 08 | Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability. | CLOSED 21/11/12 |
| SR 10 | Delivery of Fraud Academy | CLOSED 28/11/12 To be managed at Directorate level |
| SR 15 | Delivery of IAMM (Information Assurance Maturity Model) | CLOSED 03/12/13 To be managed at Directorate level |
| SR 13 | Department Staff Vacancies affecting ICT Business Continuity | CLOSED 31/07/14 Reflecting SMB decision 16/07/14 |
| SR 19 | Failure in Provision of Custody Services | CLOSED 25/08/15 |
| SR 17 | Continued pressure on funding streams reducing overall Force budget | CLOSED 15/03/16 |
| SR 20 | Policy approval and management process leaves Force open to potential litigation | CLOSED 15/03/16 To be managed at Directorate level |

CONTROL ASSESSMENT DECEMBER 2016



8. The Force risk & business continuity group discussed the risk profile in detail at their last meeting, details of the existing risks are provided below for reference:
9. There was one new risk added to the risk register since the last meeting in August, this reflected the discussions of that meeting and ensured the risk was raised from the Crime Directorate:
 - **SR 27: Casualty Bureau Activation:** This risk was identified by the Crime Directorate. It highlights a short term risk posed by the MPS and Force using two different systems for the casualty bureau until the MPS completes its upgrade currently scheduled for January 2017. In the short term the risk is being mitigated with additional training within Force as it affects the ability of the Force to identify missing persons should the bureau be activated and staff sent out to hospitals. Once the MPS upgrade has been completed the risk will be evaluated to see if the capability of the MPS in trained staff exists on the new system and rescored accordingly.
10. This risk was the only addition to the Force risk profile prior to the meeting of the 11th November 2016.
11. Details of the existing risks within the register are provided for an overview of position.
 - **SR 01: Inadequate response to terrorism within the City:** This is a long standing risk within the strategic risk register that is maintained to ensure that the Force has sound oversight on this priority area. The controls and assessment are robustly reviewed at the risk and business continuity group to ensure that the Force retains sufficient capability to effectively mitigate this risk. This risk has also been reviewed as part of the Force's assurance activity into control scoring.
 - **SR 02: Reduction in public confidence in the Force as a result of a terrorist attack against the City:** As with SR 01 this risk is retained on the risk register to ensure corporate oversight is maintained. This risk is reviewed to ensure controls remain current and the Force is in a position to effectively mitigate the risk should it be realised. This risk has also been reviewed as part of the Force's assurance activity into control scoring.
 - **SR 03: Inadequate management of a high profile event:** This risk is substantially managed within the register and as with the previous 2 is maintained to ensure the Force retains oversight and regularly reviews controls in this area to ensure it is prepared should the risk be realised. This risk has also been reviewed as part of the Force's assurance activity into control scoring.
 - **SR 04: Underperforming as Lead Force for Economic Crime:** While still reported as Amber this risk position has been reviewed and refined within year to reflect all the work undertaken to mitigate it. This reflects an

improving position and rising maturity of Force controls to manage this risk. While still scored as Amber this risk is being managed towards Green as performance is closely monitored within ECD with the controls reviewed and updated within year to reflect all the work that is going on to ensure ECD performs.

- **SR 05: Reduction of staff morale/well-being:** While currently scored Green this risk may be influenced by the future staff survey and will be re-assessed in the new year as the risk profile is refreshed, a critical indicator linked to this risk is staff sickness which remains low with the Force performing in the top quartile of the Home Office national league tables for police officer and support staff sickness. This risk has also been reviewed as part of the Force's assurance activity into control scoring.
- **SR 09: Delivery of new Force Estate:** This risk provides oversight to any potential issues with implementing the accommodation project. It is currently scored as Green but will be re-assessed once the next phase of the programme commences. Meetings in December around this programme have yet to be reflected in the scoring and assessment of this risk
- **SR 11: Delivery of Policing Plan Priorities and Measures:** This risk covers the ability of the Force to deliver its in-year priorities. Should adverse performance issues be highlighted at PMG that impact a number of measures this risk will be reassessed. This will be refreshed at 1st April to take into account the 2017/18 Policing Plan and the proposed shift with the Policing Plan Priorities being based on the 4P Plans of the main threat and harm areas detailed in the Force Control Strategy.
- **SR 12: Reduction of ECD external funding streams:** While still reported as Amber this risk has been reviewed extensively within year and reflects an improved position from the start of the year with the maturity of controls and assessment of position.
- **SR 14: IT Business Continuity:** The implementation of infrastructure as a Service (IAAS) will significantly improve the position of this risk. Once this has been completed the risk will be re-assessed to reflect the improved position within Force and also outline the current gaps with continuity that were not part of IAAS. The AC has initiated a new IT board which will maintain oversight of IT issues and risks and be the main point of scrutiny for these areas; this will feed into the risk and business continuity group.
- **SR 16: Impact of continued savings on Force Capability:** This risk reflects the current financial challenges facing the Force and how this may impact on our capability to deliver the core policing services we are required to provide within the City. This is currently scored as Amber reflecting the current financial situation, and will be reviewed next year once the work to build the Force budget with the Corporation has been completed.

- **SR 18: Vulnerability of Force IT network security being compromised:** This risk is scored as Green having started the year as Amber, this reflects the same scoring as the review in August. The risk is reviewed as part of the work of the Information Management Board that reviews the IMB risk register to ensure the integrity of the Force IT network is maintained as well as other risks around information. This risk has also been reviewed as part of the Force's assurance activity into control scoring.
- **SR 21: Inadequate response to a cyber investigation:** The inclusion of this risk reflects the increased profile of Cyber Crime and ensures that the Force retains oversight of its capability to manage this crime threat and respond accordingly. This risk has also been reviewed as part of the Force's assurance activity into control scoring.
- **SR 22: Rapid pace and scope of change impacts on Force services, capability and functions:** This risk was raised by the Commissioner for inclusion in the risk register last year to ensure the Force managed the amount of change it was going through effectively and had strategic oversight of this change within the risk profile. It is currently assessed as Amber reflecting the scope and extent of the change facing the Force. The Force change Board maintains oversight on all Force change programmes and this risk will ensure that
- **SR 23: Force unable to dynamically respond to funding stream changes:** This is the new risk raised to replace SR 17 reflecting the work undertaken within finance to define and balance the budget for next financial year.
- **SR 24: Inaccurate or non-provision of business/crime data:** This risk reflects both issues with the Business Objects system in FIB to extract data from systems and the lack of business support to different systems. Work is being done to mitigate this risk through business objects being worked on to fix the errors in running reports with support from Agilisys and a central hub of systems administrators is being formed within the I&I directorate.
- **SR 25: The High Tech Crime Unit Server broken – some data irretrievably lost:** This risk was raised to cover the possibility that some data may have been lost with the failure of the high tech crime server. Work to shore up the resilience of this server has now been completed and at this stage it has been assessed that there is no impact on historic data stored, this means that no data appears to have been lost. This risk will be re-assessed in January and is likely to be reduced in score.
- **SR 26: Failure to deliver ESMCP programme:** This risk was raised by the Force Change Board to monitor the implementation of the Air Wave replacement programme. This will monitor the costs of the programme as well as the capability of the equipment to ensure the programme delivers benefit to the Force. This is scored as an Amber risk at this time as there

are unknowns around preferred suppliers and costs for the new equipment which the Force has no control over.

12. The next risk and business continuity group is scheduled for the February/March 2017 (date still to be confirmed) where the risk profile will be reviewed.
13. The Police Committee Risk Lead met with the Assistant Commissioner on the 20th December to discuss the Force risk process and register in more detail. At this meeting an overview of each risk was given along with an update on the risk audit programme with the risks that had been reviewed to date. At this meeting the Force was requested to look into the inclusion of two additional risks to the risk profile, these were, staff shortages and vetting.
14. It was requested that staff shortages be looked at as some areas of the business were explaining performance levels due to lack of qualified staff and vetting was an issue identified as a potential bottleneck for recruitment. At this time these areas are still being reviewed by the Force for assessment within the risk profile.

OTHER SIGNIFICANT IMPLICATIONS

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

CONCLUSION

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

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Appendix A: Force Risk Scoring Criteria

FORCE RISK SCORING CRITERIA

IMPACT ASSESSMENT TABLE

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

LIKELIHOOD ASSESSMENT TABLE

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

RISK MATRIX TABLE

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

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

Control Assurance within the Risk Register

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

Control levels

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

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

Force Risk Multiplier Numbers

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

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