



## Police Committee

**Date:** THURSDAY, 18 MAY 2017  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Deputy Douglas Barrow	Alderman Ian Luder
Nicholas Bensted-Smith	Deputy Henry Pollard
Deputy Keith Bottomley	Deputy Richard Regan
Simon Duckworth	Lucy Sandford
Emma Edhem	Deputy James Thomson
Alderman Alison Gowman	Vacancy
Christopher Hayward	

**Enquiries:** George Fraser  
tel. no.: 020 7332 1174  
george.fraser@cityoflondon.gov.uk

**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. **APPOINTMENT OF COMMITTEE**

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

**For Information**  
(Pages 1 - 2)

4. **ELECTION OF CHAIRMAN**

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

**For Decision**

5. **ELECTION OF DEPUTY CHAIRMAN**

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

**For Decision**

6. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**

Report of the Town Clerk

**For Decision**  
(Pages 3 - 8)

7. **APPOINTMENT OF THE SUB-COMMITTEES**

Report of the Town Clerk

**For Decision**  
(Pages 9 - 16)

8. **MINUTES**

- a) Minutes from Police Committee meeting of 18 January 2017 (Pages 17 - 26)

To agree the public minutes and summary of the meeting held on 18 January 2017

**For Decision**

- b) Minutes from Economic Crime Board of the Police Committee Meeting of 24 January 2017 (Pages 27 - 30)

To receive

**For Information**

- c) Minutes from Performance and Resource Management Sub (Police)  
Committee Meeting of 23 February 2017 (Pages 31 - 38)

To receive

**For Information**

- d) Minutes from Professional Standards and Integrity Sub (Police) Committee  
Meeting of 1 March 2017 (Pages 39 - 44)

To receive

**For Information**

9. **OUTSTANDING REFERENCES**

Report of the Town Clerk

**For Information**  
(Pages 45 - 56)

10. **CRIMINAL FINANCES ACT**

Report of the Remembrancer

**For Information**  
(Pages 57 - 60)

11. **CITY OF LONDON POLICE MUSEUM - GATEWAY 7 OUTCOME REPORT LIGHT**

Report of the Town Clerk

**For Decision**  
(Pages 61 - 66)

12. **ANNUAL REVIEW OF FEES AND CHARGES 2017/18**

Report of the Commissioner of Police

**For Decision**

13. **SPECIAL INTEREST AREA SCHEME 2017/18**

Joint report of the Town Clerk and Commissioner of Police.

**For Decision**  
(Pages 67 - 98)

14. **CITY OF LONDON POLICE ANNUAL REPORT 2016/17**

Report of the Commissioner of Police.

**For Decision**  
(Pages 99 - 128)

15. **DEBTOR BALANCES AND WRITE OFF REPORT 2016/17**

Report of the Commissioner of Police

**For Decision**

(Pages 129 - 132)

16. **STOP AND SEARCH UPDATE - BEST USE OF STOP AND SEARCH - REPORT ON THE REMOVAL OF MORE THAN JACKET, OUTER CLOTHING OR GLOVES (JOG) DURING STOP SEARCH**

Report of the Commissioner of Police

**For Decision**  
(Pages 133 - 140)

17. **INDEPENDENT CUSTODY VISITING SCHEME ANNUAL REPORT 2016/17**

Report of the Town clerk.

**For Information**  
(Pages 141 - 154)

18. **QUARTERLY COMMUNITY ENGAGEMENT ACTIVITY UPDATE**

Report of the Commissioner of Police

**For Information**  
(Pages 155 - 164)

19. **REVIEW OF COMMUNITY ENGAGEMENT**

Report of the Commissioner of Police

**For Information**  
(Pages 165 - 180)

20. **FRAUD IN THE CITY OF LONDON**

Report of the Commissioner of Police

**For Information**  
(Pages 181 - 186)

21. **DRAFT CORPORATE PLAN 2018-23**

Report of the Town Clerk

**For Information**  
(Pages 187 - 192)

22. **QUARTERLY EQUALITY AND INCLUSION UPDATE**

Report of the Commissioner of Police.

**For Information**  
(Pages 193 - 210)

23. **ROAD DANGER REDUCTION PROGRAMME 2017/18**

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

**For Information**



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

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

26. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

27. **NON-PUBLIC MINUTES**

- a) Non-Public Minutes from Police Committee Meeting of 18 January 2017  
(Pages 269 - 274)

To agree the non-public minutes of the meeting held on 18 January 2017

**For Decision**

- b) Non-Public Minutes from Economic Crime Board of the Police Committee  
Meeting of 24 January 2017 (Pages 275 - 276)

**For Information**

- c) Non-Public Minutes from Performance and Resource Management Sub  
(Police) Committee Meeting of 23 February 2017 (Pages 277 - 280)

**For Information**

- d) Non-Public Minutes from Professional Standards and Integrity Sub (Police)  
Committee Meeting of 1 March 2017 (Pages 281 - 282)

**For Information**

28. **POLICE ACCOMMODATION STRATEGY**

Report of the City Surveyor, Chamberlain & Commissioner of Police

**For Decision**

(Pages 283 - 290)

29. **RISK TREATMENT PLAN - GATEWAY 1-5 AUTHORITY TO START WORK -  
REGULAR**

Report of the Chamberlain

**For Information**

(Pages 291 - 306)

30. **ASSOCIATION OF TRAIN OPERATING COMPANIES - ANNUAL REVIEW [TO  
FOLLOW]**

Report of the Commissioner of Police

*This report was not available at the time of agenda dispatch and will be circulated separately*

**For Decision**

31. **EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)  
CONTROL ROOM UPGRADE**

Report of the Commissioner of Police

**For Decision**  
(Pages 307 - 312)

32. **NATIONAL UNIFORMED MANAGED SERVICE (NUMS) UPDATE**

Report of the Commissioner of Police

**For Decision**  
(Pages 313 - 318)

33. **ACTION FRAUD INTERIM SERVICE PROVISION**

Report of the Commissioner of Police

**For Decision**  
(Pages 319 - 324)

34. **COMMISSIONING OF HEALTHCARE IN POLICE CUSTODY UPDATE**

Report of the Commissioner of Police

**For Information**  
(Pages 325 - 336)

35. **COMMISSIONER'S UPDATES**

Commissioner to be heard.

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

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

**Part 3 - Confidential Agenda**

38. **CONFIDENTIAL REPORT**

Report of the Commissioner of Police

*This report will be circulated to members separately*

**For Decision**

PARMLEY, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
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## POLICE COMMITTEE

### 1. **Constitution**

A non-ward committee consisting of:

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

### 2. **Quorum**

The quorum consists of any five Members.

### 3. **Membership 2017/18**

- 1 (1) Emma Edhem, *for one year*
- 9 (4) Richard David Regan, O.B.E., Deputy
- 8 (3) Douglas Barrow, Deputy
- 12 (3) James Henry George Pollard, Deputy
- 3 (3) James Michael Douglas Thomson, Deputy
- 16 (2) Simon D'Olier Duckworth, O.B.E., D.L.
- 2 (2) Christopher Michael Hayward
- 16 (2) Ian David Luder, J.P., Alderman
- 3 (1) Nicholas Michael Bensted-Smith, J.P.
- 2 (1) Keith David Forbes Bottomley, Deputy
- 9 (1) Alison Gowman, Alderman

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

Lucy Sandford (*appointed for a four year term to expire in May 2019*)

*Vacancy*

### 4. **Terms of Reference**

To be responsible for:-

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

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<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	16 March 2017
<b>Subject:</b> Appointment of Sub-Committee Chairmen	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report authors:</b> Simon Murrells, Assistant Town Clerk	

## Summary

This report concerns the process for appointing chairmen of sub-committees. There is no hard or fast rule and Members felt that the rather ad-hoc approach taken by the various Committees would benefit from greater consistency across the board. In light of this, the Policy & Resources Committee decided that when a Chairman of a Grand Committee does not wish to be the chairman of a sub-committee, a convention is adopted whereby the Chairman submits his or her nomination for chairman of the sub-committee to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee.

This proposal was promulgated to the various Committees and was met with a mixed response. It was also discussed at the all-Member informal meeting on 9 February, with differing views being expressed. The Policy Chairman agreed that the issue should be reconsidered. To assist Members, set out are several options for Members to consider, including retaining the status quo, implementing the convention proposed by this Committee for Grand Committee Chairmen to nominate the chairman of the sub-committees, election of chairmen of sub-committees by the Grand Committee and election of Sub Committee chairmen by the sub-committee itself.

At the informal meeting of all Members in February, it was suggested that the introduction of term limits for chairmen of sub-committees should also be considered and the views of Members are sought on that matter.

## Recommendations

It is **recommended** as follows:

- a) that further consideration be given to the implementation of a new convention for the appointment of chairmen of sub-committees, namely, when a Chairman of a Grand Committee does not wish to be the chairman of a sub-committee a convention is adopted whereby the Chairman submits his or her nomination for chairman to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee;

- b) that consideration be given to the introduction of term limits for sub-committee chairmen.

## **Report**

### **Background**

1. This report concerns the recent review of the process for appointing chairmen of sub-committees.
2. The current arrangements for selecting the chairmen of sub-committees is for that to be determined by the relevant Grand Committee and quite often it can be the Chairman of the Grand Committee who takes on the responsibility, depending on circumstances. If not, it is usual practice for the sub-committee to decide, most often by election from amongst its membership. There is no hard or fast rule and Members felt that the rather ad-hoc approach taken by the various Committees would benefit from greater consistency across the board
3. In light of this, in December 2016 the Policy Committee proposed the introduction of a convention for the selection of sub-committee chairmen to ensure consistency across all Committees. The convention provides that, when a Chairman does not wish to be the chairman of a sub-committee and wishes a specific member to be appointed, the Chairman shall submit his or her nomination for chairman to the Grand Committee for approval. A resolution to that effect was circulated to all relevant Committees asking for the convention to be endorsed.
4. The Policy Committee based its decision on the following principles:
  - it should be accepted practice for the Chairman of a Grand Committee to chair any Sub-Committee appointed by it;
  - where the Chairman of a Grand Committee does not wish to chair a sub-committee, the Chairman should be able to nominate another Member of the Grand Committee with the necessary experience and qualities, for approval to fulfil that role; and
  - where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee.
5. The Chairman of the Finance Committee was particularly supportive of the P&R recommendation. Under his Chairmanship of Finance, he has been able to propose and to gain support for some significant changes in the way sub-committees operate and who chairs them. These changes have enabled more Members to play a more valuable part in, and to contribute to, the Committee's overall work, whilst also recognising that sub-committees should be servants of the Grand Committee's policies and priorities. Any changes should not get in the way of these two objectives.

6. It was noted at the informal meeting that the Policy & Resources Committee would take another look at the position. In addition, several Members asked for consideration to also be given to whether terms limits should be introduced for Chairmen of sub-committees, as they are for Chairmen of Grand Committees.

### **Options for Chairmanship of sub-committees**

7. There are several options open to Members to consider for how Chairmen should be selected for sub-committees, including the following:
  - i) Retain the status quo. Currently, a Grand Committee has the option of choosing who should take the chair of a sub-committee that it appoints. In a number of cases that is the Chairman of the Grand Committee but not always. Grand Committees can also decide to leave such matters to the sub-committee who usually select their Chairman through a process of election. This has been the position for a number of years.
  - ii) Adopt the convention agreed by the Policy & Resources Committee in December, as described in paragraphs 3 and 4 above. This provides for a process whereby the Chairman of a Grand Committee does not wish to chair a sub-committee and has instead identified another Member for that role with the necessary experience and qualities. In those circumstances, the Chairman would submit his or her nomination to the Grand Committee for approval. Where no specific Member is nominated by the Chairman of the Grand Committee, the selection process would be by election from all eligible Members of the Grand Committee who would nominate themselves.
  - iii) Grand Committees to appoint all sub-committee chairmen. In this case, when sub-committees are appointed (which they are annually), the Grand Committee would be asked to decide at that stage who should take the chair. This could be the Chairman of the Grand Committee or by inviting eligible Members of the Grand Committee to nominate themselves, followed by an election if there is more than one candidate.
  - iv) Sub-committees to appoint their own chairmen. In this case, the question of chairmanship would be left entirely to the sub-committee to decide, usually by election. Whilst this is an option, it should be noted that there are a number of sub-committees where Members may consider it appropriate, because of the nature of the business ie: it is sensitive or strategic, for the Chairman of the Grand Committee to be the chairman. In those circumstances, imposing such a rigid rule may not serve the City Corporation's best interests as it does not allow for any flexibility.
8. It should also be noted that the Chief Commoner automatically chairs several sub-committees including the Privileges Sub-Committee.

## **Term Limits**

9. At the informal meeting of all Members reference was made to the possibility of introducing terms limits for chairmen of sub-committees. Currently there are no restrictions on the number of terms (or years) that a Member can serve as chairman of a sub-committee as there are for Grand Committees (there are, however, conventions affecting the chairmanship of the Property Investment Board, Financial Investment Board and Social Investment Board, all of which report directly to the Court of Common Council). Standing Orders provide for the Chairmanship of most Grand Committees to be no more than three years with three exceptions - the Policy & Resources and Finance Committees where the term is a maximum of five years and the Police Committee where the term is no more than four years.
10. Members' views are sought on whether term limits should be introduced for chairmen of sub-committees and, if so, what the term should be eg: three years. If Members decide to introduce a term limit, it would be prudent, where the Chairman of the Grand Committee chairs the sub-committee, for any limit to correspond with the term of chairmanship of the relevant Grand Committee.
11. Members should bear in mind that in a number of cases sub-committees are appointed to give more detailed consideration to certain topics and, over time, chairmen can develop an expertise and considerable knowledge of the area. This does, however, need to be balanced against the need for others to be given opportunities to serve and to bring fresh skills and experience to the work of the sub-committee. The loss, through the imposition of a term limit, of an experienced chairman does not necessarily mean that individual and their knowledge of a particular topic need be lost to the sub-committee.

## **Conclusion**

12. The proposed convention agreed by the Policy & Resources Committee for appointing chairmen of sub-committees has been met with mixed views and at the recent informal meeting of all Members it was noted that the Committee would look again at the matter. This report asks Members to review the position and sets out some options that could be considered. It also asks Members for a view on whether a term limit should be introduced for chairmen of sub-committees and, if so, what that term should be.

### **Simon Murrells**

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TO: **POLICE COMMITTEE**

Thursday, 18 May 2017

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 16 March 2017

4. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**

The Committee considered a report of the Town Clerk concerning the process for appointing chairmen of sub-committees.

The Chairman stated that the purpose of a sub-committee was to deal with matters referred to it by its parent committee. It was noted that whilst the Policy and Resources Committee was responsible for governance, without a change to standing orders, its recommendation regarding the appointment of chairmen of sub-committees was on the basis of the adoption of a convention only. Detailed discussion ensued during which the following comments were made:-

- The Chairman advised that the resolution to committees from the December meeting aimed to set a convention which enabled the Chairman of a grand committee who did not wish to chair a sub-committee to identify and nominate for the role another Member with the necessary experience and qualities, for approval of that Committee. In the interests of clarity the initial resolution would have benefited from being circulated with the substantive report.
- Members questioned the need for the convention particularly given the different nature of some committees, for example some were quasi-judicial and therefore required a different approach.
- As the intention of the convention was to clarify the process it might be better for grand committees to set out its approach to appointments in its terms of reference.
- Rather than seeking the adoption of a convention, Committees should be provided with some general guidance instead. Without being too prescriptive, could also include reference to the length of time a chairman could serve. Several Members supported this.

**RESOLVED: that the following guidance be given to all Grand Committees:**

1. **in the event of a Grand Committee having no prior arrangement or custom in place for the way in which the chairmen of its sub-committees are selected, it should be usual practice for the Chairman of the relevant Grand Committee, should they not wish to serve themselves, to nominate an individual to serve in that capacity for the approval of the Grand Committee; and**
2. **that the term of office of a chairman of a sub-committee would usually be no longer than the term of office of the Chairman of the Grand Committee e.g. three, four or five years, subject to the relevant Grand Committee being able to extend the term of the sub-committee's chairman on an annual basis.**

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<b>Committee(s):</b>	<b>Date:</b>
Police Committee	18 May 2017
<b>Subject:</b> Appointment of the Sub-Committees, Economic Crime Board, Police Pensions Board and Committee Representatives	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> George Fraser	

## Summary

This report recommends that your Committee makes a number of internal and external appointments for 2017/18.

## Recommendation(s)

That,

- a) consideration be given to the appointment, composition and terms of reference of the following for the ensuing year:
  - Economic Crime Board (see paragraphs 8 – 12);
  - Performance and Resource Management Sub Committee (see paragraphs 13 – 17); and,
  - Professional Standards and Integrity Sub Committee (see paragraphs 18 – 21);
  - Police Pensions Board (see paragraphs 22 - 26)
- b) consideration be given to the Chairman of the two Sub-Committees, Economic Crime Board and Police Pensions Board;
- c) consideration be given to the co-opted Member of the Professional Standards and Integrity Sub Committee and the Economic Crime Board;
- d) meetings be agreed as follows:-
  - 8 times a year for the Police Committee;
  - Quarterly meetings for the two Sub-Committees and the Economic Crime Board; and
  - 2 times a year for the Police pensions Board
- e) the appointment of representatives to the various internal and external bodies be agreed (see paragraph 27).

## **Main Report**

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

### **Economic Crime Board**

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

Committee

- One co-opted Member to be appointed by the Police Committee

10. Its terms of reference are:

*To be responsible for:*

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

11. The Board's membership in 2016/17 was as follows:-

Simon Duckworth (Chairman)  
Deputy Douglas Barrow (Ex-Officio Member)  
Nicholas Bensted-Smith  
Helen Marshall  
Deputy Henry Pollard (Ex-Officio Member)  
Deputy Richard Regan  
Deputy Tom Sleigh

12. The Sub Committee will continue to meet 4 times a year and the dates of the remaining meetings for 2017 are currently 9 June, 27 July and 20 October. Meeting dates for 2018 will be circulated in due course.

### **Performance and Resource Management Sub-Committee**

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

14. Composition

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

15. Its terms of reference are as follows:

*To be responsible for:*

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

16. The Sub-Committee's membership in 2016/17 was as follows:-

Deputy Douglas Barrow (Chairman)  
Nicholas Bensted-Smith  
Alderman Alison Gowman  
Alderman Ian Luder  
Deputy Henry Pollard (Ex-Officio Member)  
Deputy James Thomson  
Kenneth Ludlam  
Lucy Sandford

17. The Sub Committee will continue to meet 4 times a year and the dates of the remaining meetings for 2017 are 30 May, 26 September and 30 November. Meeting dates for 2018 will be circulated in due course.

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

18. Composition

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

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

*To be responsible for:*

- a. overseeing the handling of complaints and the maintenance of standards across the force, where necessary recommending changes in procedures and performance to the Police Committee;*
- b. monitoring the Police Committee's work in respect of conduct and appeals proceedings; and,*
- c. monitoring government, police authorities and other external agencies' policies and actions relating to professional standards and advising the Police Committee or Commissioner as appropriate.*

The Committee recently agreed that its remit be broadened to include oversight of integrity in policing. In order to support this change, the terms of reference of this Sub-Committee need to be updated.

Proposed addition:

- *overseeing the work of the City of London Police Integrity Standards Board, whose purpose is to direct and co-ordinate the auditing of the key indicators in relation to the City of London Police Integrity Dashboard, delivery of associated action plans and promoting the understanding of the Police Code of Ethics.*

20. The Membership in 2016/17 was as follows:-

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

21. The Sub Committee will continue to meet 4 times a year and the dates of the remaining meetings for 2017 are 5 June, 22 September and 1 December. Meeting dates for 2018 will be circulated in due course.

## **Police Pensions Board**

22. The creation of a Pensions Board was agreed at the Police Committee meeting in December 2015.

23. Composition:

- Three Scheme Manager Representatives

- Three Scheme Member Representatives

24. The Chairman of the Sub-Committee is appointed by the Police Committee. At the December meeting the Committee appointed Alderman Luder. The Chairman then appoints the remaining Members of the Sub-Committee

25. Its terms of reference are:

In line with the requirements of the Public Services Pensions Act 2013 and the Police Pensions Regulations 2015 for the management of the City of London Police's Pension Scheme, to be responsible for assisting the Scheme Manager (the City of London Police) in the following matters:

- a) Securing compliance with the scheme regulations and other legislation relating to the governance and administration of the scheme and any statutory pension scheme that it is connected to;
- b) Securing compliance with requirements imposed in relation to the scheme and any connected scheme by the Pensions Regulator; and
- c) Other such matters as the scheme regulations may specify.

26. The Board will continue to meet two times a year and the next meeting date in 2017 is 9 June. Meeting dates for and the remainder of 2017 and 2018 will be circulated in due course.

27. The Chairman of the Police Pensions Board appoints Alexander Barr to the Board.

### **INTERNAL AND EXTERNAL APPOINTMENTS**

28. The Committee also needs to agree the appointment of Members to various internal and external bodies for 2016/17. Last year's appointments were as follows:-

- a) **Streets and Walkways Sub-Committee**  
Alderman Alison Gowman
- b) **Safer City Partnership**  
Deputy Douglas Barrow
- c) **Association of Police and Crime Commissioners (APCC)**  
Simon Duckworth
- d) **Information Technology Sub (Finance) Committee**  
Deputy Douglas Barrow

**George Fraser**  
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## POLICE COMMITTEE

Wednesday, 18 January 2017

**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
Nicholas Bensted-Smith	Alderman Ian Luder
Keith Bottomley	Helen Marshall
Simon Duckworth	Lucy Sandford
Alderman Alison Gowman	Deputy James Thomson

#### **Officers:**

Peter Kane	-	Chamberlain
John James	-	Chamberlain's Department
Ian Dyson	-	Commissioner, City of London Police
Chris Greany	-	Commander, City of London Police
Alistair Sutherland	-	Assistant Commissioner, City of London Police
Hayley Williams	-	City of London Police
Alex Orme	-	Town Clerk's Department
Craig Spencer	-	Town Clerk's Department
Amanda Thompson	-	Town Clerk's Department
Richard Jeffrey	-	Comptroller and City Solicitor's Department
Will Wright	-	City Surveyor's Department

#### **1. APOLOGIES**

Apologies for absence were received from Deputy Henry Pollard, Mark Boleat and Deputy Richard Regan.

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

There were no declarations of interest.

#### **3. MINUTES - POLICE COMMITTEE 15 DECEMBER 2016**

**RESOLVED** – That the minutes of the meeting held on 15 December be approved as a correct record.

#### Matters Arising

- 3.1 The Commissioner advised that the final version of the Communications Plan would be circulated to members at the end of January 2017.

4. **MINUTES - PERFORMANCE AND RESOURCE MANAGEMENT SUB-COMMITTEE ON 30 NOVEMBER**

RESOLVED - That the minutes of the Performance and Resource Management Sub(Police) Committee be noted.

5. **OUTSTANDING REFERENCES**

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

2. Police Pensions Sub-Committee

Alderman Luder, Chairman of the Police Pensions Sub-Committee, reported that the first meeting had now taken place and appropriate objectives and a work plan for 2016/17 were currently being drawn up.

Alderman Luder further reported that the Sub-Committee had noted that the pensions legislation referred to the constitution of 'Boards' and that the Sub-Committee was the 'Police Pensions Board'. He advised that the Sub-Committee considered that it would be more appropriate for the Sub-Committee to be renamed the 'Police Pensions Board' and sought the Committee's approval for this.

6. Community Speedwatch

Alderman Gowman commented that she had encouraged DBE/ CoLP to work in a more joined up way on the Road Danger Reduction Plan under T/AC Chance but wasn't sure whether this was still happening. The Commissioner agreed to report back.

9. CoLP Medium Term Financial Plan

The Commissioner reported that his sessions had been booked into the Induction Programme for new Members and he was currently working on the financial information that would need to be included.

**RESOLVED – That**

- a) The list of Outstanding References be noted and updated; and
- b) The request from the Police Pensions Sub-Committee to be renamed 'The Police Pensions Board' be approved.

6. **REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**

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

No proposed amendments to the Terms of Reference or adjustment to the frequency of meetings were made.

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

**7. APPOINTMENT OF EXTERNAL MEMBER**

The Committee received a report of the Town Clerk detailing proposals for the recruitment process for the appointment of an external Member of the Police Committee.

The Committee was advised that Helen Marshall's four year term of office was due to come to an end in May 2017 and the recruitment process for the vacancy would need to start very shortly.

The Town Clerk advised that following a request for expressions of interest from existing members to sit as the third member on the selections panel (in addition to the Chairman and Deputy Chairman), Mr Bensted-Smith had expressed his willingness to serve.

The Town Clerk further advised that if the Committee were in agreement, an approach would be made to the Chairman of the Ministry of Defence Police Committee to sit as the fourth Member.

RESOLVED – That

- a) The process for recruiting one external Member of the Police Committee for a four-year term starting in May 2017 be noted;
- b) That Mr Bensted Smith be appointed as the third member of the Selection Panel; and
- c) That an approach be made to the Chairman of the Ministry of Defence Police Committee to sit as the fourth Member.

**8. SPECIAL INTEREST AREA UPDATES**

**8.1 Business Improvement & Change and Performance & Risk Management (DB)**

Business Improvement

The Chairman reported that the recommendations made by HMIC remained a key component of business improvement.

During 2016/17 the Force had been managing the implementation of 419 recommendations, 252 of which were specific to the City of London and 167 were for all forces to address. Of the 252 CoL recommendations, 215 had been delivered, 19 remained in progress, 7 had been closed and 11 could not be progressed until associated actions had been delivered.

During 2017/18 the Force would be performing more robust self assessments, to include peer reviews and more 'reality testing', which would enable the Force

to be more proactive in implementing best practice before an inspection rather than reacting to findings.

### Risk Management

The Chairman reported that oversight of the Force Risk Management process was maintained through bi-annual meetings with the Assistant Commissioner to review the content of the Force Strategic Risk Register and ensure that the process is robust. The Force had also initiated a risk audit process where green scored risks are reviewed to quality assure the control scores and assumptions.

## **8.2 Professional Standards and Integrity (AG)**

### Professional Standards

Alderman Alision Gowman reported that the Police Standards department had really improved its performance and had cleared a number of long standing cases. The team was also very well respected.

The Sub-Committee currently saw every complaint although going forwards this would be more streamlined and the material would be anonymised.

### Integrity

Integrity issues were dealt with by another team and a large of work had been undertaken on embedding the code of ethics .The CoL Police were also currently working with the Met Police to introduce ways of cross-challenging.

Alderman Gowman advised that she was aware of a concern that officers were being rushed to complete processes due to a lack of resources and that this would be looked into.

## **8.3 Accommodation and Infrastructure (JT)**

This update was given in Part Two of the agenda.

## **9. DRAFT POLICING PLAN 2017-2020**

The Committee received a report of the Commissioner presenting the draft revised Policing Plan 2017-20 for the City of London, informing the community, stakeholders and staff how the City area would be policed.

Members had considered and endorsed proposals regarding the updating of the plan for 2017 at a workshop on the 15<sup>th</sup> December 2016.

The Committee was advised that high level financial information was included within the plan based on the current medium term financial plan, which had been reported to separately. Any changes to this financial position would be updated for the final version of the plan prior to publication.

The Committee raised a number of questions including why the '4P' approach was only mentioned in the report and not the plan itself, the need to include more detailed information in the financial section on the increase to the Police Pre-cept and how it is being spent, the need to better synchronise the Mission statement with the plan, and also that the sources of the quoted data should be included.

A Member suggested that copies could be distributed to new Members after the elections as part of the induction process.

The Committee agreed that any further comments should be submitted by 31 January 2017.

RESOLVED – That

- a) The Draft Policing Plan 2017-20 be approved as the Policing Plan for the City of London, subject to any additional amendments submitted by 31 January 2017;
- b) That the new measures be considered and approved by the Police Performance and Resources Sub Committee on the 23<sup>rd</sup> February 2017; and
- c) That the Town Clerk, in consultation with the Chairman and Deputy Chairman, be authorised to approve the final version of the plan in time for its publication on the internet by 31st March 2017.

10. **BARBICAN CCTV - UPDATE**

The Committee received a report of the Commissioner of Police concerning the Barbican CCTV.

The Committee was advised that following the September Police Committee, when Members were advised that a decision had been made not to go ahead with the Barbican CCTV project as part of the Ring of Steel Project, the CoL Police had continued its engagement and work with partners to consider other factors which might impact upon the security of the Barbican residential estate.

The Committee were given an update on the following three areas where work was continuing:

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

A Member referred to the information in the report concerning the Schroders building and the fact that the building managers there had been 'proactively engaging with the Police and were very keen to foster good relations, not only

with the police but also with the residential population in the Barbican', and asked if there was more work that could be done with the private sector to encourage this and enable a more joined up approach to security.

The Chairman reported that during his visit to the New York Police department he was informed that security staff from private sector businesses actually worked in the Police CCTV room and suggested that this initiative be explored.

The Commissioner advised that the efficiency review of the Ring of Steel was due to be reported to the Committee in May, however further work could be undertaken and reported to the Committee in September 2017. (Add to OR)

RESOLVED – That the report be noted.

#### 11. **REVENUE AND CAPITAL BUDGETS 2017-18**

The Committee received the Chamberlain's annual submission of the revenue and capital budgets overseen by the Committee, which also sought approval to the latest revenue budget for 2016/17 and the provisional revenue budget for 2017/18, for subsequent submission to the Finance Committee. Details of the Committee's draft capital budget were also provided.

The draft Medium Term Financial Plan indicated that there was a revenue funding shortfall of £0.2m in 2017/18. This was after allowing for mitigating actions including; the relaxation of the reserve threshold of £4m, funding from the City for the budgeted revenue contribution to capital of £1.4m and the application of the additional £2m headroom on the business rate premium. The provisional police funding settlement was a flat rate decrease of 1.4% in cash terms in core grant funding. This equated to a £0.7m reduction in core grant for the City of London Police increasing the revenue funding shortfall in 2017/18 to £0.9m. The City was also funding additional IT costs and increased pension costs across the Corporation for which the police's share was £1.6m p.a. bringing the total of additional support in 2017/18 to £5.9m.

Members were advised that the proposed budget for 2017/18 included a cashable saving of £1.2m (£3.6m across the MTFP period), and a report would be submitted to the May Committee outlining the options for achieving savings in-year.

As the Police general reserve will be completely exhausted by 31 March 2018 the City Fund would effectively be providing the Police with reserve cover for the revenue shortfall pending the outcome of the demand and value for money review due to be completed by the end of April.

RESOLVED - To

- a) Note the latest 2016/17 revenue budget,
- b) Review the provisional 2017/18 revenue budget to ensure it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee,
- c) Review and approve the draft capital and supplementary revenue budget;



- d) Note the proposed governance arrangements over the allocation of City Fund resources to finance Police capital and supplementary revenue projects;
- e) Note a further report will be submitted to committee in May on the plans to address the rise in Police staff numbers and also to achieve the proposed cashable savings of £3.6m over the MTFP period;
- f) Authorise the Chamberlain to revise these budgets for the re-phasing of the Action Fraud cash flow advance and repayments, the revenue implications of the Police Accommodation Strategy, and funding of the capital budget; and
- g) Note a report on the results of the Demand and Value for Money will be presented to Members before the Summer recess.

## 12. **INDEPENDENT CUSTODY VISITOR GUIDELINES**

The Committee received the updated guidelines for the Independent Custody Visiting (ICV) Scheme for the City of London from the Town Clerk.

The Committee was advised that scheme had been in effect since 2007 and required an update due to some of the content being out of date. The guidelines had been shared with the ICV Panel, made up of the visitors and the City of London Police, and their comments were integrated into the report.

In response to a question concerning the current number of visitors, the Town Clerk advised that the scheme was up to full strength, however needed to be more diverse to be fully representative of the community.

It was agreed that details of the existing visitors should be circulated to the Committee. **(Add to OR)**

RESOLVED - That

- a) That the contents of the report be noted; and
- b) The revised guidelines for Independent Custody Visitors (ICVs) in the City of London be approved.

## 13. **COMMUNITY ENGAGEMENT UPDATE**

This Committee received a report of the Commissioner of Police updating on engagement and activities across the four main areas linked to the Force's strategic priorities - Counter Terrorism and communications, Safeguarding the Vulnerable, Anti-Social Behaviour and Road Safety.

In relation to Safeguarding and Vulnerability the Committee was advised that the CoLP had recently decided to adopt 'Operation Signature' to identify and respond to vulnerable victims of fraud, while all victims over 65 would receive a visit from a Communities and Partnerships officer

In response to a question concerning anti-social behaviour statistics, the Committee was advised that these would be reported to the Performance and Resource (Police) Management Committee in February.

In relation to Begging and Vagrancy a member reported that this was a large problem in the Bolt Court area off Fleet Street on Friday and Saturday nights and asked if anything could be done about this. The Commissioner undertook to create a 'problem profile' on this and report back. (Add to OR)

In response to a question concerning what engagement was being undertaken with local residents, the Commissioner undertook to report these initiatives to a future meeting. (Add to OR)

RESOLVED – That the report be received and its contents noted.

**14. CITY OF LONDON POLICE RISK REGISTER UPDATE**

The Committee received an update on the CoLP Strategic Risk Register which had been reviewed as part of the quarterly assurance process maintained within the CoLP.

The Committee was made aware of all the critical risks, which might impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force.

In response to questions concerning why there was no risk in relation to workforce planning, or target dates for moving from 'red' to 'amber' and 'green', the Commissioner agreed that these could be included. He further advised that a report on workforce planning was due to come to the Committee in June 2017.

RESOLVED – That the report be noted.

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

A Member raised a question regarding the Everbridge Programme and the Commissioner advised that he would respond to this when he gave his update at the end of the meeting.

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

Helen Marshall

The Committee was advised that this was Helen's Marshall's last meeting as her term of office was due to come to an end in May 2017.

On behalf of the Committee the Chairman expressed sincere thanks to Helen for her invaluable hard work and commitment.

Timothy Slade

The Chairman reported that retired COLP Sergeant Timothy Slade had been awarded the prestigious Queen's Police Medal in recognition of his thirty years of service to policing. He was just one of 17 officers who were awarded the medal which is given to officers for gallantry or distinguished service.

On behalf of the Committee the Chairman expressed his congratulations.

17. **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 Schedule 12A of the Local Government Act.

18. **MINUTES - POLICE COMMITTEE - 15 DECEMBER 2016**

**RESOLVED** - That the non-public minutes of the meeting held on 15 December be agreed as a correct record.

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

The Committee received a presentation and approved a report regarding the Emergency Services Mobile Communications Project (ESMCP)

20. **POLICE ACCOMMODATION STRATEGY - PHASE 2 WOOD STREET**

The Committee considered and agreed a joint Gateway 3 report of the City Surveyor, Chamberlain and Commissioner regarding the Police Accommodation Strategy.

Prior to consideration of the report the Committee heard from Deputy James Thomson who had deferred his SIA update until consideration of this item.

21. **POLICE ACCOMMODATION STRATEGY - REQUEST FOR DELEGATED AUTHORITY**

The Committee considered and agreed a report of the City Surveyor, Chamberlain and Commissioner regarding the Police Accommodation Strategy.

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

The Committee considered and approved a report of the Commissioner of Police concerning the Police Intellectual Property Crime Unit (PIPCU).

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

The Committee considered and approved a report of the Commissioner of Police concerning First Contact – Provision of Services.

**24. COMMISSIONER'S UPDATES**

The Commissioner provided an update on recent policing matters.

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

The Commissioner responded to a question relating to an Anti-Terrorism Regulation Order.

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

There were no items of urgent business.

**The meeting closed at 1.15 pm**

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Chairman

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## ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE

Tuesday, 24 January 2017

Minutes of the meeting of the Economic Crime Board of the Police Committee held at the Guildhall EC2 at 1.45 pm

### **Present**

#### **Members:**

Simon Duckworth (Chairman)  
Nicholas Bensted-Smith

Helen Marshall  
Deputy Henry Pollard (Ex-Officio Member)

#### **Officers:**

Amanda Thompson	-	Town Clerk's Department
Commander Chris Greany	-	City of London Police
Craig Spencer	-	Town Clerk's Department

#### **1. APOLOGIES**

Apologies were received from Deputy Douglas Barrow, Deputy Richard Regan and Deputy Tom Sleigh.

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

There were no declarations of interest.

#### **3. MINUTES**

The public minutes and summary of the meeting held on 22 July 2017 were approved.

#### **4. ECONOMIC CRIME VICTIM CARE UNIT - PRESENTATION**

This item was deferred until the next meeting as the presenter was unable to attend.

#### **5. NATIONAL LEAD FORCE: APRIL-NOVEMBER 2016 PERFORMANCE REPORT**

The Board considered a report of the Commissioner of the City of London Police summarising the quantitative and qualitative performance of the Force as the National Lead Force for Fraud during the period April – November 2016/17.

The Commander was heard in support of the report and proceeded to take Members through the various elements of the paper. He made reference to the 10% reduction in the number of crimes disseminated to Police and advised that this did not mean that the Police were doing less, but instead was a reflection of the need to improve the quality of reporting and judgements.

In response to a question concerning whether or not Police forces could be encouraged to put more resources into increasing the number of prosecutions, the Commander advised that the support of the Home Office would be required to achieve this but he would aim to do this.

In relation to the customer satisfaction figures for Action Fraud victim complaints, for which 126 complaints had been received, the Commander advised that although the majority of these related to lack of investigation they were still dependent on people being willing to provide relevant information in the surveys which was not always achieved.

In response to a question asking if more demographic data could be provided, for example the number of victims of each type of crime, the Commander advised that he could provide the National Fraud Statistics which included this information, including profiles for all forces in relation to the number of victims, referrals, reports, age group and outcomes. It was further suggested that at least 3 years worth of reports would enable worthwhile comparisons to be made.

The Commander reported that there had been a 31% increase in the number of courses and a 32% increase in course delegates compared with the same period in the previous year. Delegate satisfaction remained high although some feedback had indicated that delegates were being sent on courses below their level of expertise and work was being undertaken to address this.

The Board sought further clarification on some of the key performance indicators and it was agreed that in order to give a more accurate position the table should include the rationale as well as any mitigating actions.

RESOLVED – That the content of the report be noted

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

There were no questions.

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

Helen Marshall

The Board was advised that this was Helen's Marshall's last meeting as her term of office was due to come to an end in May 2017.

On behalf of the Board the Chairman expressed sincere thanks to Helen for her invaluable hard work and commitment.

**8. 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.

9. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 22 July 2017 were approved.

10. **ECONOMIC CRIME ACADEMY UPDATE**

The Board considered a report concerning the progress of the Economic Crime Academy (ECA).

11. **RESTRICTED ACTIVITY UPDATE**

The Board noted a report of the Commissioner of Police updating it on the activities of the City of London Police in its capacity a National Lead Force.

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

There were no non-public questions.

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

**The meeting closed at 3.30pm**

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Chairman

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## **PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE**

**Thursday, 23 February 2017**

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

### **Present**

#### **Members:**

Deputy Douglas Barrow (Chairman)  
Nicholas Bensted-Smith  
Alderman Alison Gowman  
Kenneth Ludlam  
Lucy Sandford

#### **Officers:**

Alistair Sutherland	-	Assistant Commissioner, City of London Police
Hayley Williams	-	City of London Police
Stuart Phoenix	-	City of London Police
Paul Adams	-	City of London Police
Lorenzo Conigliaro	-	T/Police Inspector, City of London Police
Caroline Al-Beyerty	-	Deputy Chamberlain
Pat Stothard	-	Chamberlain's Department
Neil Davies	-	Town Clerk's Department
Charlotte Taffel	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Gary Griffin	-	Town Clerk's Department
Chris Butler	-	Town Clerk's Department

#### **1. APOLOGIES**

Apologies for absence were received Alderman Ian Luder, Deputy Henry Pollard and Deputy James Thomson.

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

There were no declarations.

#### **3. MINUTES**

The minutes of the last meeting to be amended to read 'that the meeting held on 7 September 2016 be approved', rather than 7 *December* 2016. (1)

#### **Matters arising**

#### **Item 6 - City of London Domestic Abuse Action Plan Update**

The Sub-Committee sought an update from the Commissioner on whether it was possible for Front Desk staff to use audio recording or body worn cameras.

The Commissioner noted that confidentiality issues surrounded Front Desk security and that this would be brought back to the Sub-Committee at the next meeting. (2)

#### **Item 7 - 2<sup>nd</sup> Quarter Performance Against Measures set out in the Policing Plan 2016-19**

The Sub-Committee sought an update from the Commissioner on exploring approaches to collating survey data and for those showing dissatisfaction to be asked to complete a more detailed survey. The Commissioner noted that this was part of a wider review on the current survey system and progress would be reported to a future meeting. (3)

#### **Item 8 – HMIC Inspection Update**

The Sub-Committee sought an update from the Commissioner on the gap analysis that had been arranged to address shortcomings in Crime Data. A meeting had been convened and an action plan had been drawn up to address vulnerabilities. A future meeting would be scheduled to further address these issues. (4)

RESOLVED – That the minutes of the meeting held on 30 November 2016 be approved.

#### **4. OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk detailing a list of Outstanding References from the last meeting.

#### Matters Arising

The Sub-Committee asked that all interim updates circulated electronically between meetings be added to the agenda under 'Actions taken since the last meeting of the Sub-Committee'. The Town Clerk undertook to add a default item to all future agendas to detail action taken. (5)

#### **Item 5. Internal Audit Update Report**

The Commissioner noted that the latest position in respect of Standing Operating Procedures (SOPs) due for review is reported to the Performance Management Group (PMG) monthly. The Chairman asked that an annual update be provided at the first Sub-Committee meeting in each financial year. (6)

The Chairman noted there was one outstanding reference with regard to recommendations from the audits completed. This related to new officers, staff and contractors signing off that relevant policies and procedures had been brought to their attention as part of the induction process. The Commissioner asserted that the template had been drafted for this purpose and it was with HR for consultation, agreement and implementation. This was estimated to be complete by the end of February 2017. (7)

#### **Item 7. 2<sup>nd</sup> Quarter Performance Against Measures**

The Chairman had requested that the Police look into breaking down the statistics on victim-based vs. non-victim-based ASB. The Commissioner reported that the CAD template format does not allow for such analysis. It would be a challenge to find a way of getting this breakdown and the Commissioner would continue to investigate. (8)

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

5. **3RD 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 31 December 2016. The Commissioner noted that there were three 'deteriorating' measures (4, 5, and 18):-

**Measure 4 - The number of disposals from manned enforcement activities.**

The Commissioner noted that disposals were down due to success in reducing road danger and a natural reduction in enforcements undertaken. The Chairman was concerned that amending the assessment criteria for this measure would lead to a lack in continuity and requested that any new measures need to be backdated to ensure continuity is maintained. This applies to all measures.

**Measure 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.**

The Commissioner noted that only six responses were collated and therefore it was difficult to draw any meaningful conclusion from the data.

**Measure 18 - The percentage of people surveyed who believe the police in the City of London are doing an excellent job.**

The Commissioner noted this result could be down to the perceptions about cyclists, but also noted an issue regarding poor wording of the survey in respect of cyclists/cycling. The Commissioner noted the achievements during the Q3 activities and noted that 'Operation Mass' exercise dates for 2017 would be circulated to the Sub-Committee for Members to note and attend if of interest. (9)

The Chairman was concerned that further event surveys had been postponed while the Force undertook to create its own survey strategy, as this would leave no capability to measure customer satisfaction. The Commissioner noted that a complete re-vamp and review of the survey methodology had been taking place and would circulate a note to the Sub-Committee. He further noted that PMG would be reviewing practice in other force areas, and that the survey was likely to restart shortly. (10)

Further comments on measures:-

**Measure 9 - The level of antisocial behaviour incidents.**

The Commissioner confirmed that a number of ASB incidents had not been coded in the past. The Chairman noted the positive activity carried out in partnership with the Corporation. The Commissioner advised that stronger joint working is required amongst partners to prevent ASB incidents.

**Measure 3 – The education and enforcement activities delivered to support the City of London Corporation’s casualty reduction target.**

A Member noted that Hackney Carriages were less compliant than private hire vehicles. It would be useful to communicate this data to relevant CoL Communications Teams in light of the current situation regarding Bank Junction.

**Measures 6 and 7 – The levels of victim based violent and acquisitive crime, respectively.**

A Member questioned the trends of ‘Stable Negative’ for both measures 6 and 7, as the detailed report showed that levels of both crimes were increasing relatively substantially. The Commissioner noted that both levels were within tolerance levels; however the forecasted upward trend would take both measures into ‘deteriorating’. This would be discussed at PMG.

The Chairman noted that levels of acquisitive crime were steeply increasing. The Commissioner noted that this was a nationwide issue and that the City Police were struggling in particular with pedal cycles and vehicle crime. The Crime Squad were trying to tackle both areas through more innovative methods, in partnership with the Metropolitan Police and other partners.

RECEIVED.

**6. HMIC INSPECTION UPDATE**

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

The Chairman was pleased with progress, in particular the review on Domestic Abuse which was now marked green. There would be a PEEL Spring Legitimacy and Efficiency inspection between March and June 2017.

The Commissioner noted that there will be a refined action plan on addressing organised crime, including better tracking through steering groups and activity monitoring. The Commissioner noted that once complete, this should be marked green.

The Chairman questioned the due date of February 2016 with regard to keeping children safe. The Commissioner noted that the CoLP had now received information from external partners and the profile was now complete. One Member noted that the timeframe may be slipping as responsibility for this area was shared between the CoL Children and Community Services and the CoLP Public Protection Unit (PPU). Members suggested this work should have a specific lead to ensure responsibility on this. It was noted that there was already a lead Member for Safeguarding and Public Protection. The Commissioner was confident that this rating would be green in March 2017.

A Member noted that there was always a significant time lag between inspection and reports being submitted to the Sub-Committee. The Commissioner asserted that this was due to the timing of Sub Committee meetings which are only quarterly, as well as confidentiality issues surrounding HMIC's draft ratings. The Commissioner added that the HMIC work to a national timetable and reports were embargoed so it would not be possible for them to be reported to Members before publication. The Sub-Committee requested that the Commissioner articulate to HMIC their concerns over the time lag between Inspections and publication of reports. (11) It was also suggested that the Professional Standards Sub-Committee were unsighted on the Legitimacy inspection findings and more liaison would be beneficial.

A Member noted that the workforce plan was out of date. The Commissioner stated that the workforce plan was now complete, however as a live document, it would need on-going revision with regards to demand, costs, strategy and training.

RECEIVED.

**7. PROPOSED FORCE PLAN MEASURES FOR 2017/18**

The Sub-Committee received a report of the Commissioner of Police outlining the proposed Force Plan Measures for 2017/18.

The Commissioner stated that the CoLP had abandoned targets to assess measures in line with other Forces, and accountability would be measured against the Policing Plan. Hard statistics will continue to be produced but were to be supplemented by an assessment against the 4P Plan – Pursue, Protect, Prevent and Prepare – for every identified priority area.

The Chairman noted that Member approval is required to allow the Force to amend the plan within the year to capture new tactics, measures and additional priorities.

The Chairman noted that cyber and fraud were absent from the Crime Summary. The Commissioner noted that these measures were within the broader plan.

The Chairman requested assurance that graphic presentations are included in measures, with the previous three years where available to see progress and trends for both the CoLP and national policing levels. (12)

A Member questioned the requirements for the Victim Satisfaction Survey. The Commissioner noted that 'Victims of Crime' surveys had historically been statutory, prescriptive and carried out over the telephone. Legal requirements had changed and the CoLP would continue with the survey but broaden its scope to gain more meaningful data.

RESOLVED – That the draft Force plan measures be approved for use within 2017/18.

**8. HR DATA MONITORING APRIL 2016- DECEMBER 2016**

The Sub-Committee received a report of the Commissioner of Police detailing Human Resources Monitoring Information from April to December 2016.

The Commissioner noted that sickness figures were impressive on a national trend, however it was noted that figures were only available to July 2016 due to a HR system upgrade. The CoLP would report on the full years 2016-17 sickness data in the end of year HR Data Monitoring report to the May Sub Committee. It was noted that the sickness reporting system was being rebuilt from scratch and would be discussed at PMG and with the Sub-Committee. (13)

The Chairman requested that the report be fine-tuned to address a number of discrepancies. (14) He also requested that figures be rounded to the nearest whole number. Clarity was required on whether Special Constabularies were included in the total numbers of the Force, which the Commissioner confirmed was not the case. There were further discrepancies in the report as regards the average working days lost due to sickness.

Members queried the number of recruitment campaigns and requested a schedule of on-going campaigns be brought to the next Sub-Committee. (14) The Commissioner asserted that specialist posts, such as firearms officers and detectives, were in short supply nationally and therefore the CoLP continued to run campaigns.

The Chairman noted that the process to improve the BME profile did not appear to be working as data remained the same year on year. The Commissioner asserted that the Project Team were working on a talent management scheme incorporating equality and diversity which should show improvement in the data going forward.

The Chairman noted that the report was not as robust as it could be; there was no report on causes of sickness and there were no trends or comparative data regarding diversity or grievances and tribunals. A Member queried whether the report could be made to encompass a wider range of equality and diversity measures including all of the specified “protected characteristics”, such as maternity leave. It was agreed that the CoLP would discuss reporting issues with Members outside of the Sub-Committee to address the issues in reporting and what they would like to see featured in the HR data report going forwards. (14)

RECEIVED.

**9. INTERNAL AUDIT UPDATE REPORT**

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

The Chairman noted the draft audit plan for 2017/18 was scheduled to take 75 days, which was 10 days fewer than usual. The Chamberlain explained that the number of planned days were based on risk analysis and therefore days allocated would vary as a result.

The Chamberlain confirmed that 15 additional days were to be allocated to review the Force's project management processes (a request for this work was made by the Chairman in May 2016) and this work would be undertaken between April & June 2017. The audit days for 2017-18 would therefore now total 90 days.

The Chamberlain also commented that the capability of the audit team would be improved next year once at full capacity. A Member questioned whether the reduction in audit days was linked to cost reductions within the Internal Audit Team. The Chamberlain asserted that the focus had shifted from a system based approach to a risk based approach, and that risks are discussed between the Chamberlain and CoLP.

The Chairman questioned the outstanding recommendation from the audit of Police Seized Goods, and the Commissioner agreed to confirm the date of banking of the foreign cash deposits. The Chairman also questioned why the recommendation from the audit of Police Defendants' Bank Accounts was still outstanding, as this was marked as complete in November 2016. The Commissioner noted that this was being discussed with the Force's Director of Finance and an update would be provided. (15)

The audit of Telecoms PBX Fraud had no revised implementation date as there were a number of issues to review. The Commissioner had scheduled a meeting to discuss the issues including the costs of implementation. The Commissioner would provide an update to the Sub-Committee following on the result of the meeting. (16)

The Commissioner noted that they were relatively optimistic with regard to new uniform procurement and were awaiting an update from the supplier.

RECEIVED.

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

There were no questions.

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

There was no urgent business.

**12. EXCLUSION OF THE PUBLIC**

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

Schedule 12A of the Local Government Act.

13. **INTERNAL AUDIT UPDATE REPORT - NON PUBLIC DISCUSSION**

The Sub-Committee discussed a non-public element relating to the Internal Audit Update Report.

14. **3RD QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19 - APPENDIX B**

The Sub-Committee received a non-public appendix in relation to the report of the Commissioner of Police summarising performance against measures set out in the Policing Plan 2016-19.

RECEIVED.

15. **WORKFORCE PLAN**

The Sub-Committee received a report of the Commissioner of Police regarding the Workforce Plan.

RECEIVED.

16. **ONE SAFE CITY PROGRAMME - REVIEW OF YEAR 2016-2017**

The Sub-Committee received a report of the Assistant Town Clerk regarding the One Safe City Programme and Review of the Year 2016 – 2017.

RECEIVED.

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

There were no non-public questions.

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

There was no non-public urgent business.

**The meeting closed at 1.27 pm**

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Chairman

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## **PROFESSIONAL STANDARDS AND INTEGRITY SUB (POLICE) COMMITTEE** **Wednesday, 1 March 2017**

Minutes of the meeting of the Professional Standards and Integrity Sub (Police)  
Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on  
Wednesday, 1 March 2017 at 1.45 pm

### **Present**

#### **Members:**

Alderman Alison Gowman (Chairman)  
Nicholas Bensted-Smith  
James Tumbridge

#### **Officers:**

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

### **1. APOLOGIES**

Apologies for absence were received from Henry Pollard, Helen Marshall and James Thomson.

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

There were no declarations of interest.

### **3. MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on the 2 December 2016 be approved as an accurate record.

### **4. PRESENTATION: SPECIAL CONSTABLES IN THE PROFESSIONAL STANDARDS DEPARTMENT**

The Sub-Committee heard a verbal update from the Director of Professional Standards regarding the Special Constables employed by the Professional Standards Department. A full presentation on the Special Constables would be presented to the next meeting of the Grand Committee. The following points were noted:

- There were three special constables employed in the PSD department; two in the investigative team and one in the counter corruption team.
- There had been national acknowledgment of the initiative to use Special Constables in non-patrol roles.
- The Specials brought unique skills to the role and could bring a new perspective to investigations; for example, an inconsistency in the

deployment plan and omissions in the management and training of staff were identified.

- A review of the use of Special Constable across departments was being undertaken to ensure that their skills were identified and deployed to the greatest advantage. It was recognised that the City of London Police were national leaders in this area.

In response to a query from a Member regarding the recruitment of Special Constables, Officers undertook to investigate the motivation behind how and why they joined the professional standards department. It was confirmed they currently undertook approximately 12 hours of work per week.

## **RECEIVED.**

### **5. INTEGRITY REPORT AND DASHBOARD**

The Sub-Committee considered a report of the Commissioner of Police outlining recent changes in the integrity dashboard. It was noted that, due to the timing of the meetings, the analysis from the Integrity Standards Board was not included in the report. Members discussed the following indicators from the dashboard:

#### Indicator 6: Corporate Credit Card Transactions.

Members queried whether zero instances of irregular use was indicative of a poor monitoring system, or whether unauthorised use diminished when monitoring was occurring. Officers reported that training had been delivered to authorisers to ensure correct usage, and there had been a reduction in the number of new cards issued.

#### Indicator 8: Expenses Claims

Members queried how the intelligence led research was conducted. It was confirmed that attempted claims that were non-compliant were scrutinised.

#### Indicator 12: Information Security

Members queried the pool from which the dip sample of 1% was taken. Officers undertook to provide this information.

#### Indicator 14: Re-Vetting

It was reported that additional staff had been contracted for a six week period to help with the additional workload and backlog of the re-vetting process. It was recognised there were surges in demand.

**RESOLVED** – That the report be noted.

### **6. DEVELOPMENT AND DELIVERY PLAN**

The Sub-Committee considered a report of the Commissioner of Police presenting the development and delivery plan which would help to embed the code of Ethics into working practice. It was reported that the Ethics Board had held its first meeting and had discussed the best way to assess ethical issues that arose. It was decided that each would be judged against the principles laid out in the code of ethics, as well as weighting being given to whether the

incident had an adverse impact on a victim or if it affected service delivery. The board were happy to receive anonymous issues and observers were welcomed to the meetings. A professionalism newsletter had recently been introduced to further embed the code of ethics into decision making.

The Sub-Committee discussed the Strategic Risk Assessment Sessions (STRAs) that were conducted to identify threats and vulnerabilities in departments. They were reported to be an effective and useful meeting and had recognised the need for extra resources across the PSD Department. A summary report from the session would be produced.

It was reported that the actions identified as “amber” were not a cause for concern and that work was ongoing to progress these.

A Member raised the issue of acronyms within the report and the inconsistency of the glossary. Officers undertook to remedy the issue.

**RESOLVED –** That the report be noted.

**7. HMIC PEEL INSPECTION**

The Sub-Committee received a report of the Commissioner of Police presenting the findings of the HMIC PEEL inspection which had taken place in June 2016, alongside the action plan compiled to track the implementation of the recommendations contained in the report.

The inspection report had been finalised in December, and Members discussed the sharing of the draft version of the report, which had been available in November, so the Committee could conduct more effective scrutiny. Officers reported that the final version of the report could change significantly to the draft, and that the draft was marked as “sensitive” so were reluctant for it to be widely shared. Officers undertook to approach HMIC regarding the issue.

It was noted that there were a number of outstanding actions from the action tracker still denoted as “amber”. It was felt that the timescales attributed to the actions from HMIC were arbitrary, and that the actions were close to being completed. It was felt that the Force was in a good position compared to the national results. Forces that had achieved “outstanding” results were consulted on for best practice; a culture of learning was being adopted.

It was confirmed that the action plan would be brought to the next meeting of the Committee.

**RESOLVED –** That the report be noted.

**8. EXCLUSION OF THE PUBLIC**

**RESOLVED -** That Under Section 100 (A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1, Paragraphs 1, 2 and 7 of Schedule 12A of the Local Government Act.

9. **BODY WORN VIDEO CAMERAS**  
The Sub-Committee considered a report of the Commissioner of Police concerning the use of body worn video cameras.
10. **MATTERS ARISING FROM PREVIOUS MEETING OF THE SUB-COMMITTEE**  
Members discussed a report detailing progress on issues outstanding from previous meetings.
11. **PUBLIC CONFIDENCE SURVEY 2016**  
The Sub-Committee received a letter in relation to the Public Confidence Survey which had been conducted in 2016.
12. **CONFIDENTIAL MINUTES**  
The Sub-Committee considered the confidential minutes of the meeting held on 2 December 2016.
13. **CASES OUTSTANDING FROM PREVIOUS MEETING**  
The Sub-Committee considered cases outstanding from the previous meeting.
14. **PROFESSIONAL STANDARDS STATISTICS - QUARTER 3 OCTOBER TO DECEMBER 2016**  
The Sub-Committee received a report of the Commissioner of Police regarding the Professional Standards Statistics for Quarter 3.
- 14.1 **Summary of Cases**  
  
The Sub-Committee received a report of the Commissioner of Police.
- 14.2 **Misconduct Hearings**  
  
The Sub-Committee received a report of the Commissioner of Police.
- 14.3 **Misconduct Meetings**  
  
The Sub-Committee received a report of the Commissioner of Police.
- 14.4 **Case to Answer**  
  
The Sub-Committee received a report of the Commissioner of Police.
- 14.5 **No Case to Answer**  
  
The Sub-Committee received a report of the Commissioner of Police.
- 14.6 **Local Resolution**  
  
The Sub-Committee received a report of the Commissioner of Police.
- 14.7 **Discontinuance and Disapplication**  
  
The Sub-Committee received a report of the Commissioner of Police.
15. **IPCC POLICE COMPLAINTS INFORMATION BULLETIN APRIL-DECEMBER 2016**  
The Sub-Committee received a report of the Commissioner of Police.

**The meeting ended at 3:45pm**

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Chairman

**Contact Officer: Fern Aldous  
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fern.aldous@cityoflondon.gov.uk**

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## POLICE COMMITTEE

18 January 2017

### OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	Barbican CCTV  18/1/17	CCTV upgrade  The Commissioner advised that further work was being undertaken on the scoping of Phase 2 of CCTV upgrade as part of the Ring of Steel programme and an update would be reported to the Committee in September 2017.	City Police/ Safer City Partnership	<b>This report will be provided in September 2017</b>
2.	Community Engagement Review 03/11/2016  18/1/17	<p>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.</p> <p>In relation to Begging and Vagrancy a member reported that this was a large problem in the Bolt Court area off Fleet Street on Friday and Saturday nights and asked if anything could be done about this. The Commissioner undertook to create a 'problem profile' on this and report back.</p> <p>In response to a question concerning what engagement was being undertaken with local residents on Counter Terrorism, the Commissioner undertook to report these to a future meeting as part of the next Community Engagement Update and advised that he would circulate a note in the meantime.</p>	City Police	<p><b>Complete- This report is on the May agenda.</b></p> <p><b>Complete-This has been completed and an update is in the Community Engagement report on the agenda.</b></p> <p><b>Complete- This is included in the Community Engagement update on the agenda. (An interim note was circulated on the 3<sup>rd</sup> Feb-attached).</b></p>

No.	Meeting Date & Reference	Action	Owner	Status
3.	Communications Plan 18/1/17	The Commissioner advised that this would be circulated at the end of January.	City Police	<b>Complete- This was sent over to the TC's officers for circulation on 22<sup>nd</sup> February.</b>
4.	Stop and Search Powers 2 Update 03/11/2016	Reports on this matter to be provided on a six-monthly basis.	City Police	<b>Complete- this report is an item on the May agenda.</b>
5.	Revenue & Capital Budgets 18/1/17	Members were advised that the proposed budget for 2017/18 included a cashable saving of £1.2m (£3.6m across the MTFP period), and a report would be submitted to the May Committee outlining the options for achieving savings in-year.	Chamberlains	<i>Have been advised by Financial Services Director that the Chamberlain has stated that this will now come to July owing partially to the Deloitte's review outcomes but you may wish to check with Chambs.</i>



No.	Meeting Date & Reference	Action	Owner	Status
6.	Community Speedwatch 15/12/2016 18/1/17	<p>The Committee was advised that the Force is investigating whether are any infrastructure changes which could be implemented to reduce speeding in the City.</p> <p>Alderman Gowman commented that she had encouraged DBE/ CoLP to work in a more joined up way on the Road Danger Reduction Plan under T/AC Chance but wasn't sure whether this was still happening. The Commissioner agreed to report back.</p>	City Police and Built Environment	<p><b>An update will be provided once discussions regarding potential infrastructure changes have been completed.</b></p> <p><b>UPD Chief Supt reports that he attends the RDR partnership meetings and that CoL and CoLP tackle issues in a joined up way as appropriate. However DBE and CoLP also have specific areas of responsibility. Priorities for CoLP are enforcement activity, collision investigation and joint casualty reduction initiatives.</b></p>
7.	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	<b>To be reviewed at the Committee's May 2017 meeting.</b>

No.	Meeting Date & Reference	Action	Owner	Status
8.	Police Accommodation Strategy 15/12/2016 18/1/17	In response to a question the City Surveyor undertook to circulate a report that detailed all the options which were considered by the Working Party before Christmas to all Members of Police Committee	City Surveyor	<b>COMPLETED</b>
9.	Emergency Services Mobile Communications Programme (ESMCP) 15/12/16 18/1/17	<p>In response to questions concerning negotiations with TfL and also how the service would operate on overhead trains going through tunnels, the Commissioner agreed to report back to the Committee.</p> <p>There was a further question concerning how best to inform Members of the risks/ dependencies associated with the programme and it was agreed that this would be looked into.</p>	City Police	<b>Complete- These were both answered in the interim note circulated to Members on the 3<sup>rd</sup> February and 21<sup>st</sup> February. (attached)</b>

No.	Meeting Date & Reference	Action	Owner	Status
10.	Commissioners Updates	<p>A Member asked about a youth stabbing thought to have taken place on CoLP ground and it was agreed this would be looked into.</p> <p>Following a question raised earlier in the meeting the Commissioner gave an update on the status of the Everbridge Contract and agreed to provide an interim note on the contract status before the May Committee.</p>	City Police	<p><b>Complete- The ACs staff officer responded to this Member the same afternoon 18<sup>th</sup> Jan. The stabbing took place on MPS ground. This was also in the note circulated on the 3<sup>rd</sup> February.</b></p> <p><b>Complete- This was included in the further interim note sent to the Town Clerk for circulation to Members on the 21st February.(attached)</b></p>

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## Note to Members on issues raised at January 2017 Police Committee:

### Item 4- Outstanding references- No 6- Community Speedwatch

- Alderman Gowman commented that she had encouraged DBE/ CoLP to work in a more joined up way on the Road Danger Reduction Plan under T/AC Chance but wasn't sure whether this was still happening.

**Update:** This was fed back to Chief Supt Dave Lawes who will raise this at the next RDR Partnership meeting with a view to maintaining good partnership working going forward.

### Item 8- Draft Policing Plan 2017-2020

**Update:** All issues raised by Members *in the meeting* were noted and fed back to Stuart Phoenix, head of Strategic Development, including Explanation of 4 xPs in the narrative

- specific reference to the business pre-cept and how it is being spent within the Financial Section
- copies to be distributed to new Members after the elections as part of the induction process
- on P50 'sync' The Mission with the actual plan and
- P71 source should be given for data- (this would have been done in any case in the final version –Source is CoLP).

### Item 9- Barbican CCTV

Commissioner undertook to bring an update back on the **Ring of Steel Programme** to September Committee

### Item 12- Community Engagement Update

- a 'Breakdown of ASB' to help identify repeat victims/ locations or one offs and victim/non victim based was requested –

**Update:** - it was agreed we would provide this at the Performance Sub Committee on the 23<sup>rd</sup> Feb as part of the Performance Update. This has been tasked out and the data is awaited for inclusion.

- Ref Homeless/ vagrancy- One Member stated they were getting reports from constituents of homeless / rough sleepers sleeping in Bolt Court off Fleet Street on Friday and Saturday nights- The AC undertook to commission a 'mini problem profile' to gauge the extent of the problem and report back to May Committee-

**Update:** this has been tasked out and the outcome of any problem profile and/ or problem solving will be included in the next quarterly Community Engagement update which will be due to May Police Committee

- One Member commented that there was a heavy focus on engagement with businesses in the report, especially around CT advice and asked what was the extent of CT advice given to Residents- AC undertook to find out and circulate a note.

**Update note:**

The Barbican Forum and other residents forums provide opportunities to raise awareness to residents on such issues. The external COLP website has an extensive CT section providing advice about 'Run, Hide, Tell', Detail of Projects SERVATOR, Argus and Griffin. It also provides links and contact details for advice.

Our Twitter account (and to a lesser extent Facebook) is a regular source of CT advice and updates for the general public – (including, but not exclusively for, local residents if they're signed up). **Details of some of the specific Communications are listed on Appendix 1 attached to this note.**

**Item 13- Risk Register-**

- Request was made for the Force to consider including a risk on the current lack of a Workforce Plan
- One Member asked why where risks were amber or red why there was no 'aspirational' target date for them to become 'green'. Although the AC said he was comfortable with the process the Force has in place because of the regular reviews and reality checks he undertakes, he said on the 3 Red risks he would circulate a note back to members to include and aspirational target date if possible, regarding them going 'Green'.

**Update:** This has been passed to Paul Adams Head of Governance and Assurance and a meeting is taking place with the AC on the 7<sup>th</sup> February to discuss both issues. A further update on the second bullet point above will follow.

**Item 18 - ESMCP Presentation-**

- A Member asked what the position was in relation to 4G capacity on the underground bits (Tunnels) of the overground that are TfL underground.

**Update:** A separate note has been sent to the Member, but essentially, there are no special coverage measures being put in place for train tunnels on the over-ground network unless specifically asked for by the user organisation with responsibility for the tunnel, which in this case will be the BTP.

3<sup>rd</sup> February 2017

- One Member commented about the risks/ dependencies associated with the ESMCP programme- operational risk/ financial risk- discussion took place about how best to inform Members.

**Update:** The Force already reports on the financial risks that impact on the Force around ESMCP that require Member oversight through the Risk Register Update and Finance Reports. Additionally, risks impacting upon the delivery of the programme are also monitored at the Project Sub Committee. Operational risks associated with the programme area managed at Programme Board level. No other formal reporting is planned. However, for the information of Members the Pan London Risk Summary is attached 'for information' only. Any further queries can be directed to:

**Superintendent Tony Cairney**

**Programme Director**

**ESN Programme**

**Internal 2884**

**External 020 7601 2884**

**Mobile 07734 281396**

**Email** [tony.cairney@cityoflondon.pnn.police.uk](mailto:tony.cairney@cityoflondon.pnn.police.uk)

#### Item 24- Commissioner's update-

- A Member asked about the details of a stabbing of a young person that she thought took place on City ground –

**Update:** DS John Clifford made enquiries after Committee and established that the incident took place on MPS ground, Greys Inn Road and the victim, whose condition was not life threatening, was taken to hospital. An e-mail was sent to the Member the same afternoon.

- The Commissioner gave an update on the status of the Everbridge Contract at the request of a Member

**Update:** The Commissioner agreed to provide an interim note on the contract status between now and the May Committee, this will be provided in due course and we will also include an update on this contract in the report Supt Isaac is submitting for May Police Committee with One Safe City on the Review of Community Engagement.

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## Further note to Members on issues raised at January 2017 Police Committee

Further to the note sent to Members previously on the 3<sup>rd</sup> February 2017 which addressed a number of queries raised by Members at the January Police Committee, please see below updates on the two outstanding areas from that note.

### Item 13- Risk Register-

- 1) Request was made for the Force to consider including a risk on the current lack of a Workforce Plan.
- 2) One Member asked why where risks were amber or red why there was no 'aspirational' target date for them to become 'green'. Although the AC said he was comfortable with the process the Force has in place because of the regular reviews and reality checks he undertakes, he said on the 3 Red risks he would circulate a note back to members to include an aspirational target date if possible, regarding them going 'Green'.

**Update on 3<sup>rd</sup> February:** This has been passed to Paul Adams Head of Governance and Assurance and a meeting is taking place with the AC on the 7<sup>th</sup> February to discuss both issues. A further update on the second bullet point above will follow.

### Further update as at 21<sup>st</sup> February

- 1) After discussion between the AC and Paul Adams, Head of Governance and Assurance, there will be a Force risk around workforce to capture the workforce plan, demand and financial challenges etc. This will be reviewed and confirmed by the Force Risk Assurance Group at the next meeting on 16<sup>th</sup> March 2017. It will capture the work on-going to identify where the future skills and staff gaps will be and how the Force will ensure these will be filled and services maintained.
- 2) The AC met with Paul Adams, Head of Governance and Assurance on the 7<sup>th</sup> February and the following update has been provided in relation to no 2 above.

The Force risk process is designed to provide information on risks which the Force may not have the power to influence; as such the impact and likelihood of risks may remain the same despite mitigation actions and controls being put into place. The matrix used assesses risk based on the score given to impact, likelihood and controls. Providing a target date for reducing the risk score, will only work if the Force has the ability to increase the control scores for some risks, however for some risks our control scores are already as low as they can get.

In order to check that our controls are being worked on continuously the Force will be adding a new section to the Risk Register for 2017 to track timescales for completing actions, this should focus managers efforts in improving controls where they have identified work

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needs to be completed, allowing the AC to then challenge progress made at improving controls as part of the discussions at the Force Risk Assurance Group meeting.

The Force has therefore not determined that adding a target date for making a risk green will add any value for our current process as with some risks our ability to mitigate is outside of our hands and reflects the national position. Adjusting our Risk Register to allow managers to place timescales for completing actions within the document will allow the AC to hold managers to account for slippages of delivery and also assist in identifying risks which may require additional resources to mitigate more effectively.

**Item 24- Commissioner's update-**

- The Commissioner gave an update on the status of the Everbridge Contract at the request of a Member

**Update on the 3<sup>rd</sup> February:** The Commissioner agreed to provide an interim note on the contract status between now and the May Committee, this will be provided in due course and we will also include an update on this contract in the report Supt Isaac is submitting for May Police Committee with One Safe City on the Review of Community Engagement.

**Further update as at 21<sup>st</sup> February**

Interim Note on this matter provided below by Supt Helen Isaac, Community Policing

Whilst the Safer Communities Project (under the One Safe City Programme) has not had a definitive position agreed on the contract with Everbridge from City Solicitors, the team has acted to ensure community messaging continues and that improvements and savings are made. The team has negotiated a considerable reduction in the cost of the platform for the next year and this reduction will double next year, representing a significant saving, whilst a new procurement process will be run in 2018 prior to the contract ending in February 2019, should this as expected, be confirmed as the contractual position by City Solicitors.

They have also used this as an opportunity to consolidate other messaging contracts held by the Corporation of London, bringing them onto the CoLP platform and therefore making further savings. The City Business and Resilience team has just been trained and discussions with other areas to move across will begin shortly. The team has begun, as part of the wider engagement review work, to consider the initial set up and implementation of the system to improve the service it provides and make best use of its considerable functionality. A report with recommendations has been drafted and an update on this work will be included in the engagement report to Police Committee in May.

<b>Committee(s):</b>	<b>Date(s):</b>
Police Committee	
<b>Subject:</b> Criminal Finances Act	<b>Public</b>
<b>Report of:</b> Remembrancer <b>Report Author:</b> Philip Saunders, Parliamentary Affairs Counsel	<b>For Information</b>

## Summary

This Report sets out those aspects of the Criminal Finance Act that are of most interest to your Committee, including

- Unexplained wealth orders
- Money laundering
- Enforcement Powers
- Tax evasion

## Recommendation

- To note the contents of this Report.

## Main Report

### Background

1. The Government's Action Plan for Anti-Money Laundering and Counter-Terrorist Finance focused on three priorities: a more robust law enforcement response; reforming the supervisory regime; and increasing UK authorities' international reach. The Act is the vehicle the Government plans to use to implement the legislative elements of the Action Plan.
2. The Act will expand authorities' powers to seize proceeds of crime and combat tax evasion and money laundering. Explaining the Act, Home Office minister Ben Wallace highlighted the increasing severity of financial crime and indicated that it was becoming more prevalent. Wallace said the measure relating to tax evasion were the result of "engagement with the private sector- banks, accountants and legal practices". The Act received broad welcome across the House of Commons.

### **Unexplained Wealth Orders (UWO)**

3. UWOs are of very wide-ranging and powerful effect – they will give courts a power to require a person to provide information about property they own.
4. An authority may only apply for a UWO if the value of the property that might be subject to an order is greater than £100,000. Under the Act, an application for a UWO must be made to the High Court and may only be made by the NCA, the SFO, the CPS, the Public Prosecution Service for Northern Ireland, HMRC or the Financial Conduct Authority.
5. An application (and any ensuing order) may be made in relation to two categories of person:
  - a. A person in relation to whom there are reasonable grounds for suspecting involvement in serious criminal activity such as drug trafficking, arms trafficking and money laundering
  - b. A ‘Politically Exposed Person’ (PEP). In the Commons the minister said this measure was intended to “reflect a concern about those involved in corruption overseas laundering the proceeds of crime in the UK; and the fact that it may be difficult for law enforcement agencies to satisfy any evidential standard at the outset of such a investigation given that all relevant information may be outside of the jurisdiction”. The Act defines a PEP as an individual who has been entrusted with prominent public functions by an international organisation or a State outside of the UK or the EEA.
6. The High Court may make an order only if it is “satisfied” (that it is more likely than not that the respondent is involved) that an UWO should be made.
7. If the respondent replies to an UWO then the authority has 60 days to consider the evidence put forward. Within the 60 days the authority must decide whether to take no further action, begin a civil recovery investigation using existing civil recovery powers under the Proceeds of Crime Act, or apply for other forms of recovery. If the respondent fails to reply to the UWO, the enforcement authority must consider what action it intends to take against the property and may use existing civil recovery powers to recover the property.

### **Money Laundering**

8. The Act proposes extending the period in which the National Crime Agency is permitted (subject to the agreement of a court) to gather evidence prior to its decision on what action, if any, to take. This measure

is intended to provide the NCA with more time to investigate suspicious transactions – up to a maximum of 186 days.

9. The Act adds to the current arrangements under which banks and other institutions are permitted to share information when they consider that there has been money laundering. The permission to share information is triggered where the institution “has a suspicion” that the information may assist in identifying whether a person is engaged in money laundering. These measures include a power for the NCA to request information. The information requested must be for the purposes of the NCA’s investigative functions, including its investigations about whether a person is engaged in money laundering, or whether a money laundering investigation should be started.

### **Recovery and Enforcement Powers**

10. The Act proposes to extend existing powers to seize and recover cash that is the proceeds of unlawful conduct or intended for use in such conduct so that authorities may seize and recover precious metals; precious stones; watches; artistic works; face-value vouchers; and postage stamps. The property may be detained up to a maximum of two years (with judicial approval) if required for an ongoing criminal investigation or proceedings. The Act confirms the powers will be available to Revenue and Customs, the police, the SFO and an accredited financial investigator.
11. The Act provides for the freezing and forfeiture of bank and building society accounts that contain the proceeds of unlawful conduct. An application for an account freezing order (AFO) may be made where there are reasonable grounds for suspecting that the money is linked to unlawful conduct. An application for such an order must be made to a magistrates’ court and may be made without notice, if notice of application would prejudice future actions in relation to the accounts. Any application must be authorised by a “senior officer” at HMRC, a police officer of at least the rank of inspector, the Director of the SFO, the Director General of the NCA or a designated accredited financial investigator.
12. Currently POCA contains search and seizure powers to prevent the dissipation of property. Their use must be authorised by a senior officer. At present, Accredited Financial Investigators (AFIs) - who are civilian staff working for a police force - can only obtain that authorisation from a senior AFI officer and not from a senior police officer. The Act will allow for AFIs to receive authorisation from a senior police officer.

## **Tax Evasion**

13. In reaction to disclosure of the Panama Papers, which revealed advice to corporations in how to evade tax, the Prime Minister committed to legislate to hold organisations and corporations to account for the actions of their employees.
14. The Act proposes a complex and wide-ranging new offence relating to tax evasion facilitated by corporations. At present, where, for example, a banker or accountant criminally facilitates a customer to commit a tax evasion offence, the taxpayer and the banker or accountant commit criminal offences but the company employing the banker or accountant does not.
15. The proposed offences are intended to hold such organisations to account for the actions of their employees and aim to do this by creating a quasi-strict liability offence whereby the relevant body would be guilty of the corporate failure to prevent the facilitation of tax evasion offence, unless the relevant body can show that it had in place reasonable prevention procedures (or that it was not reasonable to expect such procedures). The Act does not create a new offence in relation to tax evasion itself and it does not create a new offence in relation to an individual.
16. There are a range of circumstances where the facilitation offence would not be committed, for example where a client is advised in relation to aggressive avoidance falling short of fraudulent evasion or where advice leading to the act is negligent or where the result is inadvertent.
17. The Government indicated that only reasonable procedures, not fail proof procedures, are required. It is intended that a risk based, rather than zero tolerance, approach should be adopted.

## **Consultation**

18. The City of London Police force has been consulted in the preparation of this Report.

## **Conclusion**

19. The Act is relevant to the City of London Police in relation to its policing duties and its activities linked to the NCA and other third parties.

**Philip Saunders**

Philip.saunders@cityoflondon.gov.uk

<b>Committees:</b>		<b>Dates:</b>														
Projects Sub-Committee		17 February 2017														
Police Committee		18 May 2017														
Culture, Heritage and Libraries Committee		30 May 2017														
<b>Subject:</b> City of London Police Museum	<b>Gateway 7 Outcome Report Light</b>	<b>Public</b>														
<b>Report of:</b> Town Clerk <b>Report Author:</b> Sara Pink – Head of Guildhall & City Business Libraries		<b>For Decision</b>														
<div><b><u>Summary</u></b></div> <table><tr><td>Project Status Compared to GW2</td><td>Budget : Green Specification: Green Programme: Green</td></tr><tr><td>Project Status Compared to GW5</td><td>Budget : Green Specification: Green Programme: Green</td></tr><tr><td>Timeline</td><td>The project is complete pending approval of this report</td></tr><tr><td>Total Estimated Cost @ Gateway 5</td><td>Funded by the Heritage Lottery Fund award of £90,300; 83% of the total cost of the project Match funding – City of London Police contributed £9,000 Guildhall Library contributed £10,000 <b>Total project cost: £109,300</b></td></tr><tr><td>Currently Approved Budget</td><td>£109,300</td></tr><tr><td>Spend / committed to date</td><td>£109,000</td></tr><tr><td>Overall project risk</td><td>Green</td></tr></table>			Project Status Compared to GW2	Budget : Green Specification: Green Programme: Green	Project Status Compared to GW5	Budget : Green Specification: Green Programme: Green	Timeline	The project is complete pending approval of this report	Total Estimated Cost @ Gateway 5	Funded by the Heritage Lottery Fund award of £90,300; 83% of the total cost of the project Match funding – City of London Police contributed £9,000 Guildhall Library contributed £10,000 <b>Total project cost: £109,300</b>	Currently Approved Budget	£109,300	Spend / committed to date	£109,000	Overall project risk	Green
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Currently Approved Budget	£109,300															
Spend / committed to date	£109,000															
Overall project risk	Green															
<div><b><u>Recommendations</u></b></div> <p>It is recommended that project is closed</p>																

## **Main Report**

<b>1. Brief description of project</b>	Design and build a reimagined and modern City of London Police Museum to bring to life the stories of the force following closure at Wood Street; made possible by a financial award from the Heritage Lottery Fund.
<b>2. Assessment of</b>	1. Opening of Museum The museum was open on time and on budget and

<p><b>project against success criteria</b></p>	<p>successfully brings the vision to life</p> <p>2. Increased footfall Visitor numbers to the museum and associated events programme within the three months since opening (14 November 2016 - 12 January 2017) are 5,194; an average of 1,731 visitors per month. Hitherto, the space was occupied by the Clockmakers museum which saw an annual visitor footprint of 11,000; an average of 920 visitors per month.</p> <p>3. Increased revenue Merchandise sales: £496.30 Ticket Sales for Events to December 2016: £1,191 Merchandise and Events total (Nov - Dec 2016): £1,687.30. Hitherto, there were no merchandise sales associated with the Clockmakers museum and as such this represents a 100% increase.</p> <p>4. Positive feedback See Appendix 1</p> <p>5. School/community/outreach activities undertaken</p> <p><b>University/Colleges</b> Westminster Kingsway College Italian Accountancy group UCL English as a Foreign Language Danish/English Police/Services training Group</p> <p><b>Primary Schools</b> St Pauls Cathedral School Sir John Cass School Virginia Primary School Home Educator Group St George the Martyr Argyle primary school Netley primary school Torriano</p> <p><b>Secondary Schools</b> East London Academy Corelli College De La Salle School, Basildon</p> <p><b>Adult/Events</b> London Historians Private View and talk</p> <p><b>Professional</b> Israeli Police Heritage Centre Metropolitan Police Museum Kent Police NARPO (National Association of Retired Police Officers)</p>
<p><b>3. Key Benefits</b></p>	<p>1. The collections have been brought to life through innovative design and the use of cutting-edge technology.</p>



	<p>2. The museum is now much more accessible to the public with longer opening hours.</p> <p>3. The pod design of the museum enables flexibility for new stories/collections to be added each year.</p> <p>4. The museum has attracted significant press coverage, and was referred to by The Telegraph as <i>'London's quirkiest new museum'</i>.</p> <p>5. The museum appeals to the general public but equally to school children and community groups.</p> <p>6. The museum is a successful collaboration between the City of London Corporation's Guildhall Library, the City of London Police, and Guildhall School of Music and Drama and the Heritage Lottery Fund.</p> <p>7. The cultural offer of the City of London Corporation is enhanced by the addition of a museum which explores the unique story of the City of London Police Force.</p> <p>8. The archival documents enabled a reinterpretation of the Jack the Ripper story from the perspective of the victim rather than the murderer. This had never been attempted before and sets the museum apart from others.</p> <p>9. The Tower of London (Historic Royal Palaces) has requested a collaboration with the Police Museum as we are thematically logical partners with many links existing between the City and the Tower, in particular crime and punishment. They are the lead partner in the submission of a bid to the Heritage Lottery Fund for c. £600K in February 2017 for a youth engagement programme which will benefit both partners.</p>
<b>10. Was the project specification fully delivered (as agreed at Gateway 5 or any subsequent Issue report)</b>	Yes
<b>11. Programme</b>	The project was completed within the agreed programme
<b>12. Budget</b>  <b>Final Account Verification</b>	<p>The project was completed within the agreed budget</p> <p>Verified</p> <p>All sums are below the threshold which requires formal verification</p>

### Review of Team Performance

<b>13.Key strengths</b>	1. The vision to create a collection which charts the development of the City of London Police force, from its earliest days through the intrigue of the Victorian era to modern policing and current challenges like cybercrime and fraud, has been recognised. The end result has succeeded in realising this vision and has been delivered on time and on budget.
<b>14.Areas for improvement</b>	<p>1. Signage has been challenging and it is recognised that the addition of signs within the square mile directing the public to the Museum would be beneficial and visitor feedback tells us that the museum is difficult to find. The highways department are currently including this request within their signage review.</p> <p>2. It would be beneficial to produce a guidebook for the museum which in turn could generate additional revenue.</p>
<b>15.Special recognition</b>	It was necessary for Guildhall Library staff to juggle the project to design and build a new museum in addition to their day jobs, within a limited budget and a tight timescale for delivery.

### **Lessons Learnt**

<b>16. Key lessons</b>	1. Last minute changes to the design specification and entrance to the museum were requested by the City Surveyors Department in order to install a rapiscan for enhanced security which has not yet come to fruition. It is crucial that departments are able to proactively assist in specifying their requirements at an early stage.
<b>17. Implementation plan for lessons learnt</b>	1. We will continue to seek the full involvement and co-operation of departments and other stakeholders as the museum progresses.

### **Appendices**

<b>Appendix 1</b>	Feedback from museum visitors
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### **Contact**

<b>Report Author</b>	Sara Pink
<b>Email Address</b>	Sara.Pink@cityoflondon.gov.uk
<b>Telephone Number</b>	0207 332 1866

## Feedback received

As retired NSW Police, we both enjoyed seeing the similar ties we share. Great job!

Thoroughly enjoyable, well presented and interesting

Absolutely fascinating, very good presentation

Marvellous! Lovely to see the objects breathing in a museum display. Congratulations

Wonderful that these important items are still valued and given notice.

Fantastic work - long overdue! Well done

A perfect museum - interesting, amazing and fun!

Fantastic to discover so many new things

Well executed display and lovely photos - thanks for the efforts!

Such an informative and interesting way to learn about London City Police. Congrats!

Beautifully done!

What a lovely collection. My favourite bit was the Jack the Ripper installation - very engaging and nice to see history come to life - the performer was excellent too!

A lovely collection in a great setting. Thanks.

Interesting! Love the part of trying on police hats!

Fantastic! Loved the interactive bits - really great!

Excellent interpretation and display, well done! Huge history made informative and engaging.

Great use of space and excellent presentation

So interesting and informative. So glad we came.

Very interesting. Improves my knowledge about the City Police.

A fantastic new museum! Well done to all those involved!

Fantastic addition for London!

Awesome museum. Could not come to London and not see this. Well worth the visit. Thank you.

Marvellous, thank you! I especially enjoyed the uniforms

What a brilliantly put-together museum. Thank you. Excellent!

Amazing museum. Enjoyed visit very much. So interesting!

Excellent museum - well displayed items and just the right amount of commentary.

A fascinating museum giving excellent idea of police history.

Great to have the museum and looking so wonderful

2nd visit. Excellent. Will be bringing groups.

An interesting and informative experience. Much appreciated. Especially the 'colour coded' sections.

Excellent museum. I shall certainly recommend to others.

Very interesting and I would rate this and inform my friends about it. Well done!

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<b>Committee(s):</b>	<b>Date(s):</b>	<b>Item no.</b>
Police Committee	18 May 2017	
<b>Subject:</b> Special Interest Area Scheme 2017/18	<b>Public</b>	
<b>Report of:</b> Town Clerk and Commissioner of Police	<b>For Decision</b>	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report sets out arrangements for the Police Committee Special Interest Area (SIA) Scheme for 2017/18 and requests Members to confirm appointments to each of the areas. The Scheme (attached at Appendix A) informs of key developments in each of the areas over the past year, highlighting where Member involvement has made a difference. It also gives an overview of the priorities for each special interest area over the next twelve months to assist the individual Lead Members to better scrutinise progress and measure success.</p> <p><b>Recommendations</b></p> <p>It is recommended that:-</p> <p>(a) the Special Interest Area Scheme 2017/18 (attached at Appendix A) be agreed, noting in particular;-</p> <p style="padding-left: 40px;">a. the achievements in the year 2016/17,</p> <p style="padding-left: 40px;">b. the key priorities identified for the year 2017/18,</p> <p style="padding-left: 40px;">set out in the respective area reports;</p> <p>(b) Lead Members be appointed for each area in the Scheme.</p>		

## **Main Report**

### **Background**

1. The Police Committee has operated a Specialist Interest Area (SIA) Scheme since 2007 in accordance with the terms set out in Appendix A (page 1). The purpose of the Scheme is for Members of the Committee to have oversight of specific areas of City of London Police work and gain expert knowledge and expertise, thus enhancing the Committee's scrutiny and performance management role.
2. The Scheme operates through a direct liaison between lead officers at Force and Members. A contact in the relevant area of business is tasked to make

regular contact with their respective SIA Lead Members, keeping them informed of developments or issues which may arise throughout the year.

3. Lead Members are also expected to oversee the work that takes place, challenging and following up issues where necessary. Lead Members are encouraged to raise issues at the Grand Committee where appropriate to ensure that appropriate action is taken. The objective of the Scheme is not to give an 'operational' role to Members; instead, it is intended to boost the support which the Committee provides to the Force in delivering outcomes.

### **Current Position**

4. Members have maintained a significant interest in their areas over the past year and the feedback received on the operation of the Scheme in 2016/17 was very positive. Members have good working relationships with their Force contacts and are developing greater technical knowledge and expertise in their respective areas as well as following up issues more closely. Key achievements for each of the areas have been highlighted in the respective reports of the Scheme attached at Appendix A.
5. As it is customary every year, Members are asked to review the operation of the Scheme to ensure that the areas are appropriate for the Committee's business. For 2016/17, Members agreed to the creation of the Safeguarding & Public Protection SIA. This covers oversight of the ICV Scheme, support for victims of crime, safeguarding and the protection of vulnerable persons. There are no recommended changes to the 2017/18 Scheme.

### **Consultees**

6. The Commissioner of Police has been consulted in the preparation of this report and his comments are contained within.

### **Conclusion**

7. The Police Committee operates a Special Interest Area Scheme whereby one or more Lead Members are appointed to each of the various special interest areas. The Scheme aims to improve the Police Committee's scrutiny and performance management function. The purpose of the report is for the Committee to agree arrangements of the Scheme for the ensuing year. The Scheme (attached at Appendix A) informs of key developments in each of the areas over the past year and gives an overview of the priorities the next twelve months to assist the individual Lead Members to better scrutinise progress and measure success.

### **Background Papers:**

*Report on Special Interest Area Scheme to the Police Committee, 19 May 2016*

- **Appendices** [Appendix A – Special Interest Area Scheme 2016/17]

### **Contact:**

*Alex Orme*

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City of London Police Committee

# **Special Interest Area Scheme**

2017/18



## **INTRODUCTION**

### **Aims & Objectives**

1. The objective of the SIA Scheme is to improve knowledge on the part of Members about key areas of national and local policing and essential activities of the City Police.
2. It operates by the Police Committee nominating one or more Lead Members to each of the various special interest areas. The Police Commissioner determines a 'Contact Officer' to act a liaison with each of the Lead Members.
3. The Scheme aims to improve the Police Committee's scrutiny function when making decisions on complex issues at each meeting. It is intended that Lead Members acquire the necessary expertise by being more actively appraised of key developments in their respective areas. The objective of the Scheme is not to give an operational role to Members in their respective areas or responsibility for delivery; instead, it is intended to boost the support which the Police Committee provides to the Force in delivering outcomes.
4. Preparation and publishing of the Local Policing Plan each year involves a significant element of local consultation, in which respect, Members are well placed to reflect the views of their electorates. In order to assist in that process – and to make consultation into a two-way process, it is desirable for Members to be acquainted at first hand with how the force works, its problems, successes, etc. In this connection the SIA Scheme aims to assist both Members and the Force to deliver the level of policing service which the City community wishes to have but taking account of the constraints which may be placed upon the ability to provide that, eg. financial.

### **How the Scheme will work**

5. Contact Officers are responsible for keeping Members appraised of developments and ensuring that they are reasonably involved in meetings/discussions where general strategic direction in each of the areas is being considered. Parties are requested to keep in touch on a reasonably regular basis – say, quarterly (more often if you wish or feel it to be necessary). It is quite possible that, as a result of these discussions, Members could put forward suggestions for improving the way in which certain things are done in the Force. Members' business/professional skills could be a real benefit. Both Members and Contact Officers are encouraged to speak freely to each other, keeping the Clerk to the Police Committee informed where relevant.
6. Members are encouraged to keep the Police Committee informed of contacts made/information obtained/any potential problems, etc.
7. Any questions from Members about the SIA Scheme should be addressed to the Police Committee Clerk.

## THE 2017/18 SCHEME

### Proposed changes

8. The areas below takes account of the priorities for 2017/18 in terms of policing activity, and are designed to distribute the Committee's workload more evenly amongst Members.

Areas	Recommendation
Business Improvement, Performance Management & Risk	To continue and retain the alignment with Chairmanship of Performance and Resource Management Sub-Committee
Strategic Policing Requirement Overview	To continue
Professional Standards and Integrity	To continue and retain the alignment with Chairmanship of Professional Standards and Integrity Sub-Committee
Equality, Diversity & Human Rights	To continue
Counter Terrorism	To continue
Economic Crime /Fraud	To continue and retain the alignment with Chairmanship of Economic Crime Board
Accommodation	To continue
Community Engagement & ASB	To continue
Public Order	To continue
Road Safety	To continue
Safeguarding & Public Protection	To continue. The role covers oversight of the ICV Scheme, support for victims of crime, protection of vulnerable persons, safeguarding & public protection

## **Business Improvement, Performance Management and Risk**

### **Lead Member for 2016/17**

Deputy Doug Barrow

### **Officer contact**

Stuart Phoenix, Head of Strategic Development 0207 601 2213

## **Business Improvement**

### **Developments in 2016/17**

Implementing the recommendations made by HMIC remains a key component of business improvement. 2016/17 has been a full year from an HMIC perspective, detailed below. The Police Committee Lead, Deputy Doug Barrow, following his appointment as Chairman has continued as Chairman of the Performance and Resource Sub Committee, and has played a key role in the refinement of that processes relating to that area.

All HMIC report findings and recommendations made over the year are entered onto a Force database, where the actions necessary for their implementation are also recorded. That information forms the basis of monthly reports to Performance Management Group and quarterly reports to the Police Performance and Resource Management Sub Committee. That process has been augmented by 1:1 meetings between the Assistant Commissioner and action owners to maintain a firm grip on progress. Deputy Barrow and other Members on the Sub Committee have provided valuable challenge and scrutiny in the areas reported on. Deputy Barrow has additionally had numerous meetings with HMIC Steven Otter and his recent replacement, Matthew Parr. In these meetings he has balanced championing the Force in numerous areas while providing reassurance to HMIC of the independent oversight he provides.

During 2016/17 the Force has been managing the implementation of 419 recommendations contained within 38 reports. Of those recommendations, 252 are specific to the City of London, 167 are for all forces to address. Of the 252 City recommendations, 215 have been delivered, 19 remain in progress, 7 have been closed and 11 cannot be progressed until associated actions (usually College of Policing or other national body) have been delivered.

### **2017/18**

The Force continues to refine its approach to preparing for and responding to HMIC inspections. This will principally be through performing more robust self-assessments, to include peer reviews, more 'reality testing' and incorporating more learning from those forces HMIC deem to be 'outstanding'. This will enable the Force to be more proactive in implementing best practice before an inspection rather than reacting to findings.

Three key areas of work have been put in place as a result of last year's PEEL Efficiency inspection: the requirement to have a workforce plan, an ICT Strategy and a more robust assessment of future demand.

The workforce plan has now been signed off, however refinements are ongoing to address gaps identified in the first version, such as incorporating the results of the recently completed skills audit. The plan will be updated again following the outcome of the demand and value for money work being undertaken by Deloitte and to incorporate the findings of the Force's Strategic Threat and Risk Assessments, which have recently been completed and represents the Force's current annual assessment of demand. The ICT strategy has now also been signed off.

Deputy Barrow will continue to play a vital role in preparing for and participating in these inspections.

### **Performance Management**

Deputy Barrow has continued to chair the Performance and Resource Management Sub Committee over the past year and has been a key individual in helping the Force deliver on Policing Plan Priorities for 2016/17. He has also played a key role in setting and approving the measures that appear in Policing Plan.

Performance against those measures is reported monthly to Performance Management Group, chaired by the Assistant Commissioner and of which Deputy Barrow is a member. Performance is thereafter reported quarterly to the Performance and Resource Management Sub Committee, whose challenge and scrutiny role ensures Force measures remain effective; their role can and does directly impact on policing activity.

### **2017/18**

As the Force continues to move away from targets, progress against the policing plan will be assessed by a range of measures that not only include statistical reporting of crime volumes but also progress against the '4P' plans (Protect, Prepare, Prevent and Pursue) that have been developed for each policing plan priority.

### **Risk Management:**

Over the past year the Force has developed its Risk Management processes. Oversight of the Force Risk Management Process is maintained through bi-annual meetings with the Assistant Commissioner to review the content of the Force Strategic Risk Register and ensure that the Force risk process is providing information to meet the needs of the Force and Members. The Force Risk Register is submitted to Police Committee for oversight and to provide information on the current status of the Force risk profile.

Deputy Barrow is the Lead Member for risk, and continues to provide scrutiny to the risk assessment process, ensuring it is robust and the risk scoring can be justified. Minutes of the Quarterly Risk & Business Continuity meeting are provided to the Lead Member prior to his meeting with the Assistant Commissioner so that he is aware of the full discussion around Force risks and is able to question information contained within the register. To provide additional scrutiny to the Force risk register, under the guidance of Mr Barrow, the Force has initiated a risk audit process where green scored risks are reviewed to quality assure the control scores and assumptions. This is an additional level of scrutiny requested by the Assistant Commissioner to provide assurance that risks are being managed as documented.

### **2017/18**

The Force risk process is very well evolved, however over the coming year, it will be reviewed so that it complements the Strategic Threat Risk and Harm process (STRA), ensuring that risks identified as part of that process are reflected in the Force and Directorate level risk registers.

## Strategic Policing Requirement Overview

### Lead Member for 2016/17

Deputy Henry Pollard

### Officer contact

Stuart Phoenix, Head of Strategic Development 0207 601 223

## Background

The Strategic Policing Requirement (SPR) is now in its fifth year of operation. It was introduced in 2012 to articulate those threats that in the Home Secretary's view are so serious and transcend force boundaries that they require a coordinated regional or national response. The national threats have been Counter Terrorism, Serious and Organised Crime, Public Order, Civil Emergencies, Large Scale Cyber Attacks and Child Sexual Abuse, which was added in 2014/15. Police and crime commissioners and chief constables are required to have regard to these threats developing their plans and ensure they have the capacity, capability, connectivity and consistency to contribute to countering the threats.

## Achievements in 2016/17

As part of the Autumn PEEL Effectiveness inspection, HMIC looked into the extent to which the Force was meeting its obligations to support the SPR, with a specific focus on preparedness to deal with a marauding firearms terrorist attack (MFTA). HMIC noted in the report that the Force is alive to its vulnerability as a target and has risk-assessed and responded to that threat. It also notes that the City has invested in the largest infrastructure of automatic number plate recognition protection in the country.

The Force was able to supply HMIC with examples of its arrangements to test its firearms capability in exercises with neighbouring forces and other agencies, which included responding to a MFTA.

Overall, HMIC found the Force has good specialist capabilities and effective arrangements in place to ensure it can fulfil its national responsibilities. Senior staff have responsibility for developing the response to specific threats and work closely with partners to ensure that arrangements are in place to deal with a variety of incidents. One area for further improvement was noted by HMIC, which was for the Force to test its own vulnerability to a significant cyber-attack. This is being progressed with the relevant personnel in Force.

City of London Police's commitment to supporting the SPR has been retained in the revised policing plan (2017-2020).

The Force has adopted the 'Management of Risk in Law Enforcement' model (known as MoRILE) to identify and assess those risks that pose the greatest levels of threat and harm to the City. Many of the areas identified as a result of that process map directly onto the SPR areas, notably counter terrorism, cyber-attack, child sexual exploitation and public order and feature prominently in the Force's operational plans.

To support the MoRILE process, the Force has produced separate Strategic Threat and Risk Assessments for each of the SPR areas, which has informed the review of the latest full Strategic Assessment and resulting Control Strategy.

Deputy Pollard has met with the Head of Strategic Development to review the work that has been completed to ensure the Force can fulfil its SPR obligations. Deputy Pollard has maintained a dialogue with HMIC across all inspections, providing reassurance around the partnership aspects of our work with the City of London Corporation and other pan-London forces.

**2017/18**

It is likely that the SPR will continue to feature in the Autumn PEEL Effectiveness Inspection. Work completed for the 2016 Effectiveness Inspection constituted phase 1 of HMIC's assessment of force preparedness to respond to terrorist attacks. Phase 2 will be progressed by HMIC over the Spring and early Summer.

## Professional Standards, Integrity and Human Resources

<b>Lead Member for 2016/17</b>	Alderman Alison Gowman
<b>Officer contact</b>	D/Supt. Dermot Robinson, Head of PSD 020 7601 2203 HR Director, Julia Perera 020 7601 2230 Head of Strategic Development, Stuart Phoenix 0207 601 2213

### Professional Standards and Integrity Sub Committee:

Alderman Gowman (Chairman) and Members of the Professional Standards and Integrity Sub Committee continue to provide independent oversight of the Force's Complaints and Professional Standards (PSD) business through the Sub Committee. The Sub Committee is represented at the PSD working group by the Town Clerk's Policy & Project Officer and Alderman Gowman attends the Integrity Standards Board. Both of these meetings feed into the Organisational Learning Forum (OLF) as the strategic meeting for force wide learning.

Alderman Gowman and Sub Committee members have continued to drive change to the PSD reporting documents following their review last year. The Chair and the members have been persistent in their challenge and scrutiny of the PSD papers and investigation standards. They provide independence and explore a different approach to the investigation, ensuring that a lateral thought process has been utilised. The Chair and members have provided useful feedback to assist change and considered issues outside of their core remit and where other City of London Police (COLP) departments are impacted.

The Chair and members have made themselves available for either one-to-one meetings with the Director of PSD or provided bespoke input applying their own expertise to the challenges PSD face. The Director of PSD benefited, in particular, from a bespoke input from one member who is a legally qualified chair for police misconduct proceedings. Their experiences in this new area of Police Regulations were of particular interest.

Members have taken an active interest in the Civil Claims element of Professional Standards and continue to provide support in this area.

The Chair is conscious of the current trends within the area of Professional Standards and considers issues that may affect PSD investigations, such as property, sponsorship and gifts & hospitality.

The Professional Standards Directorate has continued to experience changes to its personnel this year, which has impacted on continuity, experience and corporate memory.

All staff within PSD have attended the COLP Leadership Development Programme that seeks to empower and enable creative leaders, and develop their staff.

PSD and Human Resources (HR) now meet on a monthly basis to ensure consistency in approach to cases with both teams sharing their expertise and experience to ensure appropriate, consistent resolution of cases at the earliest opportunity.

During 2016/17 the HR Team supported a number of different project initiatives which included:

- Implementation of the new Professional policing promotion processes for Sergeants and Inspectors and developed workshops to assist those applying for promotion to be well prepared for the new process.
- Launch of the fast track programme of promotion for PC to Inspector which has resulted in 1

successful officer who is currently undertaking the College of Policing assessment process.

- Completion of the first iteration of the City of London Police's 5 year Workforce plan which will underpin recruitment, training and skills needs, ensuring that it is linked with the demand and priorities of the City of London Police.

Integrity is now delivered across COLP by three distinct units;

- Strategic Development holds the Force lead for overseeing how integrity is embedded in the organisation, principally through initiatives delivering the objectives of the National Police Code of Ethics.
- PSD educates, monitors and investigates issues that impact on or are relevant to integrity.
- Organisational Development is responsible for ensuring that integrity and ethical considerations inform and enhance workforce development.

During the past year the Force has delivered significant initiatives supporting workforce and organisational integrity. Alderman Gowman has been closely involved with the development of all the activities and, acting as critical friend, has helped to drive the improvements forward. These include:

- A refreshed Integrity Standards Board (ISB) that is now chaired by the Assistant Commissioner.
- Development and adoption of an Integrity Action Plan, progress against which is monitored by the ISB and reported to the Professional Standards and Integrity Sub Committee.
- Formation of an internal group of Ethics Associates, which meets to consider ethical dilemmas and situations and thereafter contributes to the Regional London Police Challenge Forum, of which the City of London Police was a founding member.
- Delivery of 'Ethics' and 'Professional Standards' themed communication months.
- Consideration of ethical issues as part of proposals made to Force strategic boards and subsequent decisions.
- The Code of Ethics is now included in the formal induction programme for new staff/officers.

**Key Issues for 2017/18:**

- The PSD SMT is engaging in the force's accommodation project. Short term changes have been made to current accommodation in order to support the department and the focus is now on the planned move to New Street in September 2017.
- While the SMT had considered the current structure to have been adequate, the Director is reviewing this in association with HR and Directorates, ensuring that PSD is able to maintain effectiveness and performance while responding to the recommendations of HMIC and other national requirements in areas such as Vetting.
- HMIC now conducts a regular inspection of PSDs. Previous reports have highlighted the need for an enhanced proactive capability within the COLP Counter Corruption Unit (CCU). As there is an increasing focus on police corruption and abuse of authority from both the IPCC and Government this scrutiny will continue and more HMIC inspections are planned through the forthcoming year.
- Changes to IPCC and Police regulations.
- Two way confidential reporting has been launched as well as an additional IT application to monitor activity online and across force applications. It is anticipated that these will provide further investigation opportunities within the CCU.



- Impact of Judicial reviews, surrounding Civil Claims, will have an impact upon PSD.
- The vetting team continues to experience increased demand and a more diverse workload as we make more use of contractors, especially within IT. This increase in demand and complexity is likely to continue and resource and resilience will be closely monitored.
- Resources and staffing issues. PSD is recruiting new staff to fill existing roles that have been vacated as a result of movement to other departments. These changes will have an inevitable impact on continuity and relevant expertise in dealing with Misconduct, Complaints and Corruption. PSD is now an integral part of the COLP STRA process and will continue to support this which is likely to highlight areas where demand exceeds existing resource capacity. Similarly, PSD is supporting the review of demand across COLP.
- Delivery of a full staff survey conducted by Durham University, an element of which will consider Force culture. The results of the survey will be made available to all staff and an action will be developed to address its findings.
- Launch of the Professionalism Bulletin that brings together best practice, learning and examples of good work across COLP.
- The adoption of a comprehensive Force Integrity Strategy.
- A review on current issues impacting on integrity to inform forward development of the Integrity Action Plan.
- The HR Services team will be re-issuing ID cards force wide to all officers and staff in line with measures agreed at Security Group.
- Ensuring that the Workforce Plan remains current, tracking demand that COLP will encounter over the next 5 years along with the skills and the talent that will be required.
- Roll out of Phase 4 of the Leadership Programme to the Special Constabulary led by the forces leadership facilitators.
- Further development of the 'Leading the Future' programme across the Force.
- Development of Talent Management strategy and Talent Management Schemes for the workforce.

## Equality, Diversity and Human Rights (EDHR)

### Lead Member for 2016/17

Lucy Sandford

### Officer contact

T/Inspector Lorenzo Conigliaro 0207 601 3815

## Developments in 2016/17

### Overview

The Equality and Inclusion team continued to make progress to develop and refine the College of Policing Equality Improvement Model (EIM) into a workable dashboard which will report to Performance Management Group, highlighting compliance. The EIM is designed to ensure that both internally and externally the force are considering equality when dealing with people and also when thinking about new policies and engaging with communities. A redrafted strategy reflects these refinements and our Police Committee member Lucy Sandford has been consulted in the development of these.

Efforts to recruit a replacement for Sgt Asif Sadiq who left the organisation in Autumn 2016, proved challenging. However, we have now welcomed T/Insp Conigliaro who has taken up the role with great enthusiasm and dedication.

Lucy Sandford continues to represent the Police Committee at the Equality and Inclusion Board, providing useful oversight and scrutiny, as well as expertise. Lucy provided scrutiny over the recent paper to Police Committee regarding young people in custody and ensured that our processes properly support young people and are compliant. The force appointed internal Diversity Champions to represent each of the protected characteristics. Their remit is to drive initiatives that support their specific area and report back to the Equality and Inclusion Board with regular updates. Lucy Sandford is present on these boards and provides advice and guidance on ideas, helping with initiatives where possible.

The College of Policing BME 2018 programme originally launched during the last reporting period has been progressing with other forces. Our force has not launched a recruitment campaign for new probationer officers during this time but plans are in place to commence a recruitment campaign in April 2017. At the beginning of 2017 the equality and inclusion department redrafted an underrepresented group's recruitment, retention and progression strategy and action plan for sign off by Human Resources. Lucy Sandford had input and sight of this document and has been integral in early meetings around the April recruitment campaign and provided invaluable contacts and support about how to reach out to different groups. Lucy will continue to be involved with the campaign and offer support.

Our Community Policing team have set up the youth Independent Advisory Group. Lucy has been part of this and is working to provide the link between the Corporation of London's youth teams and the youth IAG to promote closer working. Lucy also attends the Metropolitan Police Youth Engagement Board meetings providing a useful link to the MPS.

**Priorities for 2017/18:**

Over the coming year the initial focus will be on embedding the recruitment plan to attract and retain officers from a wider variety of backgrounds. This will include BME officers as well as other underrepresented groups. Lucy Sandford will provide support in this process and be consulted for advice and expertise; using her networks and various stakeholders across London to assist with this, before and when recruitment goes live.

The Equality and Inclusion Board will continue to monitor performance of the force against the EIM dashboard and Lucy Sandford will be present at the boards to see how the force is performing. The Equality and Inclusion team will continue to embed the values of the EIM into business as usual. Lucy will be included in the updates relating to the work of the staff support networks and how this links into the wider force objectives around equality and inclusion. The team will continue to seek best practise from other forces, and work collaboratively to make our working practises better in respect of equal opportunities. The compulsory consideration of Equality Impact Assessments and the necessity to include our Police Committee lead member on the consultation process where applicable will continue to ensure transparency.

Another objective will be to continue to ensure the publicly available data on the website is kept up to date in a timely manner.

**Force wide reporting on Equality and Diversity**

A piece of work has commenced to establish and gain a greater oversight as to how all the directorates across the force report on the nine protected characteristics of the equality act (or which groups they use from these nine groups and how they interpret them) ranging from custody recording, action fraud, complaints and internal staffing.

This is to allow the lead a greater insight to identify risks; patterns; gaps in provision; needs and possibly where resources could be more effectively directed. This is a large piece of work that is ongoing but important. Lucy and T/Insp Conigliaro have started gathering evidence/mapping this out and this will continue throughout 2017-18

## Counter-terrorism

### Lead Member for 2016/17

Simon Duckworth

### Officer contact

Detective Superintendent Trevor Dyson, Crime Directorate 020 7601 2602

## Counter terrorism

During the period 2016/2017 Special Branch (SB) has undertaken 501 proactive and reactive investigations into International Related Terrorism and Domestic Extremism. The team have also continued to monitor the enduring threat from Northern Ireland Related terrorism.

- A total of 163 Operation Lightning<sup>1</sup> reports were received and investigated during 2016. A decrease of 6% compared to 2015. 36% of reports related to iconic and public buildings
- A peak in reporting was experienced during October, which coincided with an improvised explosive device being found on the London Underground.

Over the period SB has delivered a total of 765 briefings to a variety of internal and external audiences.

The out of hours SB on-call cadre have responded to 104 requests for bespoke CT assistance or advice.

Detailed threat assessments have been compiled for 160 high profile events and State visits.

32 public order threat assessments have also been compiled to support the Force Operational Planning Department in relation to City focussed protests, predominantly these relate to Domestic Extremism issues, but some have been specific to political tensions and the global reach of the City and its business interests.

## Project Servator

This project continues to go from strength to strength. It has now been adopted by forces across the country with support from City of London Police. Our officers have been delivering training and advising and assisting forces as they rollout the tactic. Our officers worked particularly closely with the MPS when they formally rolled out the tactic in 2016.

Additionally our Force Servator coordinator has been attached to the National Counter Terrorism Police Headquarters to assist in embedding the tactic and coordinating the national rollout.

The Force has also submitted a bid for additional funding to support further development for this tactic.

## Counter Terrorism Security Advisors (CTSA)

Over the period the CTSA section has undergone a number of personnel changes. A new Sergeant commenced with the Unit in May 2016. Two qualified CTSA officers left the section, one for another opportunity in Force whilst the other has left policing. Recruitment has successfully identified suitable staff that are now undergoing professional development and accreditation.

The previously completed reviews of the City of London Corporation sites have been reviewed in light of current threat and attack methodology. Many of these recommendations are now being implemented, and should be complete in the forthcoming financial year.

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<sup>1</sup> Operation Lightening are reports of hostile reconnaissance

Much work has also been undertaken in terms of reviewing crowded places within the City and this has resulted in a number of further sites being added to this growing list. All such sites are subject to a full and thorough review with resulting recommendations. This work has been particularly pertinent following the hostile vehicle attacks in Nice, Berlin and Westminster.

Project Griffin continues to be a key engagement opportunity for the force, even though many security companies are now self delivering Griffin to their staff.

In 2016 the CTSA section hosted 46 Project Griffin<sup>2</sup> events, reaching an audience of 1475 people.

The CTSA section has also delivered 51 Project Argus tabletop events, reaching an audience of 1287 people.

Additionally there have been 47 CT Awareness events, reaching 1519 people not directly connected to one of the aforementioned.

#### **City of London Anti-Terrorism Traffic Regulation Order (ATTRO)**

Since November 2016, the City of London Corporation, the City of London Police and TfL now have a permanent Anti-Terrorist Traffic Regulation Order (ATTRO) which can be used in urgent and/ or appropriate cases for certain pre-planned events within the City of London's boundaries. This was for example, used for the New Year's Eve Celebrations.

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<sup>2</sup> Project Griffin- This is where the Force works with security departments for City Businesses and briefs them on proactive partnership working with the Force and how better to protect their estates

## Economic Crime / Fraud

### Lead Member for 2016/17

Simon Duckworth

### Officer contact

T/Commander Dave Clark 020 7601 6743

DCS Glenn Maleary 020 7601 6925

### Developments in 2016/17

A 24/7 cyber-crime reporting and triage capability within Action Fraud was launched in 2016/17 and funding has been secured to continue this in 2017/18. COLP continues to coordinate national economic and cyber-crime prevention advice across policing and has been nominated by the Home Office as the national law enforcement lead for protect messaging resulting from significant cyber breaches.

The transformation programme for the new IBM contract for national fraud and cyber reporting continued with the Corporation providing invaluable assistance with legal and commercial issues that have arisen during the year. The new system is due to go live later in 2017.

The Economic Crime Academy has secured new business in the public and private sectors both in the UK and abroad. The Academy is working with the Cabinet Office to develop a Counter Fraud Profession in government and advised on the recently published Counter Bribery and Corruption Standards which set out the organisational and individual standards to be met to combat corruption. Members and the Lord Mayor's Office continue to raise the external profile and international reach of the Academy, most recently through a mission to Pakistan. The Corporation is also supporting the Academy in the development of proposals for a new governance model and legal status.

The Remembrancer's has led on parliamentary consultations on national economic crime policing issues including a Home Affairs Select Committee on Proceeds of Crime and the new Criminal Finances Bill. The Remembrancer is supporting COLP in its strategy to secure new legal gateways for information sharing for COLP under its remit as the national lead for economic crime.

Funding was awarded from the Ministry of Justice through MOPAC for 2017/18 to continue the pan-London Economic Crime Victim Care Unit established in 2014/15. Negotiations with MOPAC for the funding award were led through the Policy Manager (Town Clerk's Department). Additional funding has been provisionally awarded through the National Cyber Security Programme to extend ECVCU to other regions in 2017/18.

Simon Duckworth, Doug Barrow and Paul Double are supporting COLP by engaging with government on the Economic Crime Review. This review will report to the Prime Minister in June on the effectiveness of the UK's approach to the investigation and prosecution of economic crime and make recommendations for improvement which may include changes to organisational structures, powers and / or responsibilities.

Throughout the year COLP received a number of ministerial visits to its Economic Crime Directorate including the Security Minister, which were supported and/or facilitated by members. COLP also hosted Interpol's 10<sup>th</sup> Annual Global IP Crime Conference at the Guildhall, supported by Doug Barrow.

## **Priorities for 2017/18**

- Maintain COLP's position, reputation and funding as the national police lead for economic crime
- Secure funding for the identity crime portfolio to deliver a national intelligence hub
- Secure a new information sharing legal gateway for COLP as the national economic crime lead so organisations can share data more effectively and efficiently
- Enable the use of new criminal finances powers such as unexplained wealth orders against fraudsters, by securing civil asset recovery powers (akin to the NCA and SFO) and/or working in partnership with private sector asset recovery firms to recover proceeds of crime
- Deliver the new Action Fraud and NFIB system and demonstrate the benefit and value of the service to Police & Crime Commissioners, Chief Constables and other government stakeholders to pre-empt any potential top slicing of force budgets to fund the service and identify alternative (or additional) funding streams (e.g. sale of the model to international police agencies)
- Develop evidence based and predictive policing approaches to economic crime through collaboration with academia
- Increase delivery of fraud investigation training to public and private sectors and establish the Economic Crime Academy as a limited company
- Encourage organisations to design fraud and cyber vulnerabilities out of systems and processes, and educate the public on how to avoid becoming victims of fraud and cyber crime

## Accommodation

### Lead Member for 2016/17

Deputy James Thomson

### Officer contact

Martin O'Regan, Accommodation Programme Director, 020 7601 2111

Peter Young, Corporate Property Director, 020 7332 3757

The City of London Police has continued to develop their accommodation strategy requirements in line with the principles set out within the original consultant's report (DTZ) in April 2012. Accommodation Board meetings continued throughout 2016, ensuring strategic objectives of the programme were monitored and achieved. Regular meetings have also continued with the Chamberlain's office, the Police Authority, the City Surveyors, the Commissioner of the City of London Police, the CoLP Accommodation Programme Director and James Thomson as Lead Member. These engagements have all contributed towards collaborative and positive progress for the overall accommodation programme.

### Achievements in 2016/2017

During the past year:

The City of London Police has jointly been developing the overall accommodation programme with the Chamberlain's office and City Surveyors. Significant concept design proposals have been developed regarding the overall development of the Wood Street facility as the City of London Police Headquarters. Earlier in 2016, Members of the Projects Sub-Committee challenged officers to maximise the overall size and capacity as far as possible within the boundaries of the Wood Street site. The current feasibility design proposals for Wood Street now include the infill of the interior courtyard along with the addition of a new tower extension directly next to the existing tower on the current site.

Detailed discussions and negotiations have taken place between designers, planners and Historic England, as part of the pre-planning application process, in seeking to achieve a realistic design maximising the overall space that would be acceptable to all parties for the development. This resulted in a presentation to the LAC in November 2016, of the concept proposals for the new Wood Street facility. Unfortunately, officers from the LAC would not support the proposed tower extension to 12 floors as they considered this to be deemed 'substantial harm' to the existing tower. Amendments were subsequently included within the design to now reflect the feedback from the various bodies within the planning documentation. Following final design considerations and Member approval, a planning application was submitted in March 2017. The current design represents a balance between maximising space for existing capacity, provision for some expansion, whilst taking into account relevant planning, listed building and conservation considerations.

In addition to the design of Wood Street itself, work is ongoing to identify the best option for the City of London Police's parking requirements, taking into account operational capacity, alternatives



and value for money. This has now been identified within the existing London Wall Car Park and a further additional planning application has also been submitted to implement the change of use and security measures required for this facility.

Decant space planning for the interim estate requirements for the City of London Police has dominated the main workflows within the programme during 2016. Options for potential sites were suggested, visited and considered, although the amount of viable and appropriate sites available remains limited. This has also highlighted the significant impact the accommodation programme will have across the service in preparing for the decant readiness of the identified buildings and the potential disruption to police operations. Current estimates suggest the decant phase alone will require the relocation of approximately 50 operational teams, involving over 500 staff.

A number of key project portfolios have continued, along with work stream meetings aligning the various logistical elements of the accommodation programme. These include:

- Wood Street design group
- Decant planning group
- IT management
- Finance / procurement management
- Control room (including early phase of Joint Command & Control Room with the Corporation)
- Custody design group
- Parking review group
- Digitisation project – for the reduction of retained documents
- Mobile technology development project across the Force
- The above list is purely a demonstration of the level of detail required in managing such a large and complex programme. Below these key headings there is a range of significant sub projects, all focussed upon delivering the interim and final estate for the City of London Police.

#### **Priorities for 2017/2018**

- Submission / completion of full planning application for Wood Street
- Development of the space utilisation plans for the City of London Police
- Agreement on the requirements for the additional CoLP building to accommodate the existing CoLP services that cannot be accommodated within the revised estate
- Development of project groups and work streams for the programme
- Implementation of necessary improvement works to the retained decant estate
- Mobilisation of CoLP decant works programme
- Implementation of logistics and moves programme to interim estate
- Approval and development of the London Wall Car Park for use by CoLP
- Completion of interim Control Room project (Joint Contact and Control Room (JCCR))
- Detailed monitoring and forecasting of overall programme expenditure

## Community Engagement & ASB

### Lead Member for 2016/17

Deputy James Thomson

### Officer contact

Superintendent Helen Isaac 020 7601 2401

## Achievements 2016/17

### Engaging and Reassuring our Communities

Communities officers have been deployed recently following the recent terrorist attack in Westminster, both to reassure our communities and assess whether any increased community tension is being experienced as a result. Officers were also deployed at key locations and transport hubs in 2016 following attacks in Nice and Orlando as part of the pan-London response. Following these incidents there has been positive feedback regarding the visibility of officers and no increased tensions reported.

### Reviewing how we engage with our communities

Working with the Safer Communities Project Team under the One Safe City Programme and Corporate Communications, the methods through which we engage with our communities have been reviewed and a proposal for improving our website and social media use produced for implementation in 2017/18. A new Community Engagement Working Group has been set up to improve inter-department working across the force and with the Corporation of London and to ensure our engagement takes in the views of our communities and meets the needs of all.

### Engaging our schools and our young people

Our DARE (Drug and Alcohol Resistance Education) programme continues to deliver life skills education to the City's schools and is well-received by both children and their teachers. A new Youth Independent Advisory Group has been formed through the Schools and Youth Officer, with the overall aim of providing a conduit between the force and the youth community, to ensure we represent the interests of those we serve and consider their input in our approach and delivery of policing services. Our Police Cadets continue to be a credit to the force and throughout the year have helped to support the City of London Police during operations such as the Lord Mayor's Show and crime prevention bike marking events.

### Community involvement in Project Servator

As part of the community's crucial involvement in Project Servator, the Force 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

Such has been the success of the pilot sessions in the City that 2017/18 will see the force assist with

the planning of not only a City-wide, but a national roll-out of REAct training.

### **Tackling and Preventing Anti-Social Behaviour (ASB)**

Levels of ASB in the City are low. The majority of the ASB reports continue to be complaints about alcohol related rowdiness, begging and vagrancy.

The Police and Corporation Street Intervention/ASB teams continue to be co-located in the Guildhall with the St Mungo's Broadway outreach service, which has improved communication and information sharing between the teams. Operation Alabama uses Community Protection Notices (CPNs) to tackle the issue of ASB connected with rough sleeping and begging and this year our PCSOs were granted an additional power by the Commissioner to use this legislation. We have continued our work with other agencies with the aim of reducing homelessness and begging in the City, through regular joint operations with the UK Border Agency, St Mungo's Broadway and the Westminster Drug Project.

### **Licensing**

The CoLP Licensing Team continues to work closely with the CoL Licensing Team, undertaking joint licensing visits and taking a pro-active approach to addressing any issues.

The Late Night Levy in the City is now in its third year and a new regular forum with premises operators ensures they have a say in how the funds are used. The Levy provided a considerable increase in resources over the busy Christmas period and in December funded a successful pilot of joint patrols between a police officer and London Ambulance Service paramedic to relieve the heavy demand on the emergency services caused by the night time economy. 90% of the calls attended by the police/paramedic cycle team were assessed by the paramedic as being alcohol related. 79% of these calls resulted in ambulances being cancelled and alternative outcomes being sought.

### **2017/18 Priorities**

- To continue to support the Corporation of London and outreach services to address homeless and begging issues within the City
- To continue progress towards a joined up approach to engagement across the force and with the Corporation of London, through contact sharing and the new joint Community Engagement Working Group
- To implement the social media and website developments as a result of the force's engagement review
- To ensure best use of the Late Night Levy funding to provide resources at the right time and place to support a safe Night Time Economy
- To provide REAct training to security personnel across the City of London to heighten their awareness of hostile reconnaissance and involve them in joint deployments with Project Servator officers.

## Public Order

### Lead Member for 2016/17

Lucy Sandford

### Officer contact

Chief Supt David Lawes and Chief Inspector Stuart Phillips,  
Uniformed Policing Directorate.

020 7601 2101 / 2085

## Developments and Achievements in 2016/17:

### Public order Demands in the City of London

Public order offences have actually decreased during this performance year from 265 to 222 which equates to -16.2% (in the previous performance year 15-16 there was an increase of 55 offences from 210 to 265, which equates to a 26%). There has been an overall rise in victim based violent crime in 16-17, from 906 to 922 offences, a rise of 1.8% (however this is a significantly lower increase than from 14-15 to 15-16 which saw a rise of 20.8% (750 to 906 offences)). There is a dedicated police/partnership group that meets every four weeks to consider violent crime and implement appropriate tactics. This is a key area that will continue to be a principal focus and challenge in the coming year.

Public order is not just about disorder. The City of London also hosts many large scale public events, such as the Lord's Mayor Show and services at St. Paul's Cathedral, many of which are attended by Royalty. Such events often require the deployment of hundreds of officers following weeks of planning. Additionally, there are many banquets that take part at Guildhall, the Mansion House and the numerous Livery Companies in the City, events which are often attended by VIPs and visiting Heads of State. Careful planning and effective policing ensures that these events pass off with the minimum of disruption to the City's community, whilst ensuring the safety of those taking part. There have been a number of high profile events in the past year.

Anti-corporate and environmental protest groups have continued to enter the City of London to carry out protests targeting the financial sector and the effects of austerity, with the Anonymous and Climate Siren groups presenting a medium risk to the City. Whilst left wing groups are currently most likely to protest in the City due to austerity measures implemented by Governments both here and abroad, other groups with varying causes present a risk to the City. These include single interest groups such as the English Defence League, Fathers 4 Justice and climate change groups, such as those as opposed to 'fracking'. In addition to this, unions, such as Unite and Unison regularly protest about minimum wages for staff.

As mentioned above, groups such as Anonymous and Climate Siren, have had to work with other protest groups, in order to generate numbers for events. There is no overriding group, with sufficient membership to stage a protest, such as the Occupy movement at St. Paul's. However, we should bear in mind that with a common cause, disparate groups can come together to demonstrate.

Derelict or vacant buildings in the City of London remain at risk of squatters. There are no particular groups that are associated with the use of squats. On occasion, people who have been arrested for aggravated trespass have had links with known groups, such as Occupy/Anonymous. All frontline officers on response teams have been briefed regarding the effective use of legislation to combat potential offences. Building owners and managers are key in dealing with building occupations as they have specific responsibilities, there is also considerable overlap with civil remedies.

The City of London continues to host high profile court cases at the Central Criminal Court at Old Bailey and may become a more attractive venue for both court cases and public inquiries that are

considered sensitive, due partly to the restructuring of the court service in England and Wales and to the neutral environment of the City of London which is unlikely to change in the foreseeable future. This brings with it demand for Public Order and Firearms resources depending on the threat and risk associated with any court case.

During 2016-17 the Force has been working to increase numbers of Public Order level 2 trained Officers and is close to achieving its target. It continues to succession plan for Public Order Command roles to ensure continuity and resilience in view of officers trained in this discipline retiring in the next 2-3 years.

During 2016-17 the Lead Member, Lucy Sandford has attended and given input to the quarterly Force Public Order Forum meetings and has been kept updated of developments in this area of business.

The Lead Member, has also attended the six monthly review and principal Strategic Threat and Risk meeting for firearms and public order chaired by the Commander (Operations) and has also paid a visit to the Metropolitan Police Service Public Order Training facility, which the City of London Police also use, at Gravesend, Kent.

### **Priorities for 2017/18:**

#### **Organisational**

The current arrangements for Public Order policing within the City of London are fit for purpose having been reviewed in 2016/17. This allows the force to police any protest or event proportionately, based on intelligence and information, whilst using our resources effectively and efficiently and getting value for money for the public and the force. The resources available are also deployed to high profile events, such as Lord Mayors Show and State Banquets at the Guildhall to deal with any disorder or public safety issues that might occur at these events.

The numbers and availability of specially trained public order officers at all levels will be monitored throughout the year and considered at the quarterly Public Order Forum meetings, which will be attended by the Lead Member.

#### **Operational (known events)**

##### **Mayday Protests**

There will be the annual May Day march and possibility of other protests. This is subject to continual monitoring.

##### **Centenary of the OBE- Her Majesty the Queen and Duke of Edinburgh.**

In May 2017, there will be a service at St Paul's Cathedral to commemorate the centenary of the OBE. Several high profile guests will be attending, as will the Queen and the Duke of Edinburgh. There will be road closures for this event and Public Order resources will be in demand.

##### **Northern Ireland Marching Season**

In 2013, Officers from the England and Wales forces and Police Scotland supported the Police Service of Northern Ireland (PSNI), by sending Police Support Units across to Northern Ireland during the marching season. Officers received special training in PSNI tactics for public order prior to deployment. There is no intelligence to suggest that a request will be received this year; however officers have been trained to support a regional or national mobilisation to assist colleagues in Northern Ireland.

##### **Ride London**

This takes place on a weekend in July 2017. This is now an established event with full road closures for a mass participation cycle ride on the Saturday with Ride 100 on the Sunday.

### **Open House London**

(Over 700 iconic buildings in London open their doors to visitors free of charge)

This will take place in September 2017. This is a regular event however we must be mindful of the fact that protest groups may take opportunity to gain intelligence on particular premises which could then be subject of a protest/demonstration.

### **State Banquet**

**June 2017- King and Queen of Spain will attend a State Banquet.**

Other potential high profile events and / or state visits may take place later in the year, yet to be confirmed, which will inevitably have an impact on resourcing demands for any actual event and any associated protests.

### **Lord Mayors Show and Banquet**

Saturday 11<sup>th</sup> November 2017.

Monday 13<sup>th</sup> November 2017

### **New Year's Eve 2017**

This event is now ticketed and numbers are restricted to 110,000 people around Westminster. However, members of the public still attend central London to see the fireworks and large numbers enter the Force area by the river in an attempt to gain a view. This, combined with the night time economy on New Year's Eve, has a considerable impact on the City of London. A comprehensive policing plan and working with our partners mitigates the risk posed by large numbers of the public in a relatively small area.

### **Intelligence**

There are still a number of unidentified people involved in various protest groups, officers will continue to try and engage with any group intent on protesting in the City of London.

There is a significant challenge regarding intelligence, with protest groups controlling and censoring what they post publicly online. This is an area which will be closely monitored by the Intelligence and Information Directorate. There is difficulty in using social media to assess numbers attending events; social media can be very unpredictable and the numbers can be misleading. The lead member for this area will be kept updated in relation to our intelligence products and their importance in context with public order operations, whether they are pre-planned or spontaneous.

### **Welfare**

The Lead Member continues to raise the issue of temporary accommodation availability for Officers in the event of a prolonged major incident in London. However, the Force does have a fit for purpose overnight accommodation Standard Operating Procedure in place.

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## **Safeguarding and Public Protection (Vulnerability & ICV Scheme)**

<b>Lead Member for 2016/17</b>	Nick Bensted-Smith
<b>Officer contact</b>	DCI Alex Hayman (0207 601 2620) Craig Spencer – ICV Scheme Manager (0207 332 1501)

### **Safeguarding and Public Protection (Vulnerability)**

#### **Achievements in 2016/17**

The main developments for the past year have come from new the Vulnerability Steering Group (VSG) and Vulnerability Working Group (VWG). Mr Bensted-Smith is a fully engaged member of the Vulnerability Steering Group. Upon his request a personal briefing on vulnerability was delivered to him by the Officer Contact, DCI Hayman.

The Working Group has ensured a continuing emphasis on identification of vulnerability as a core policing function across the organisation and partnership.

The direction of the Steering Group and the Working Group has been for the City of London Police to widen the focus of vulnerability to include issues beyond the vulnerability of victims and the work of the Public Protection Unit. The group is comprised of representatives from all departments who provide reports to the group on vulnerability of victims, witnesses, suspects, communities and staff that are evident in their areas of operation. Strategic Planning and Performance are members of the Working Group and so are now better sighted on the range of work taking place in this area.

With the formulation of the Steering Group and the Working Group, more focused oversight has resulted in improvements in the following key areas:-

- Psychological support is now being provided to staff that regularly manage the most vulnerable people
- Delivery of vulnerability awareness training to all front line staff that concentrates on early identification of vulnerability, the potential consequences of vulnerability (Child Sexual Exploitation, Modern Slavery, Domestic Abuse, Suicide, Mental Health, Missing Persons)
- Support the work of Professional Standards (PSD) in the delivery of confidential reporting systems i.e. Bad Apple (two way reporting), Vigilance Pro (System monitoring). These systems protect vulnerable victims who could be subject of unprofessional relationships.
- Creation of sub groups to address operational issues related to vulnerability i.e. maintaining professional relationships (PSD) when dealing with the most vulnerable and the opportunity to identify vulnerability when conducting search warrants at places of residence.
- The Domestic Abuse Action Plan 2016/17 is now complete with 55 of the 57 areas completed and two areas being monitored as being in progress, as these are areas of continuous activity.
- The Domestic Abuse performance dashboard has now been completed and will be used to monitor performance over the next year. Mr Bensted-Smith is included in any circulations.
- Bespoke Domestic Abuse training courses are currently being rolled out to all front line staff. This training will include the most up to date guidance on issues such as coercive control and evidence led prosecutions.

The use of a Community Multi Agency Risk Assessment Conference (MARAC) chaired by the Community Safety Team and the Force Intelligence Bureau has been developed and has already progressed some excellent work in identifying vulnerabilities in the community or opportunities for multi-agency problem solving.

Operation MakeSafe delivery involved the City of London Police Public Protection Unit (PPU) working with Communities and the Corporation to target messaging into the Hospitality and Service sector to encourage the reporting of potential Child Sexual Exploitation (CSE) activity.

Joint partnership campaigns on issues such as Female Genital Mutilation and Domestic Abuse (DA) has produced some very positive feedback from the community.

### **Future Opportunities**

The Force and Authority will continue to focus on the importance of identifying vulnerability in all areas of policing to use problem solving and partnerships to mitigate the consequences, thus, reducing the future risks. The following areas of work will be considered for progression in the next 12 Months:

- Improvement in the provision of victim care and effective audit of adherence to the Victims Code across all areas of the force e.g. Op Signature (victims of fraud) and the Economic Crime Directorate Victim Contact Unit (ECVCU).
- Effective engagement with licensed premises and other service providers on promoting a zero tolerance to sexual violence related to the night time economy. This is to encourage reporting in order to support victims, prosecute offenders, inform problem solving and reduce such crime in the future.
- Consideration as to what further work can be done within custody to identify vulnerabilities that drive offending behaviour i.e. what safeguarding is available for suspects when they leave custody. This could include the use of restorative justice, a survey of young people in custody, a meaningful debrief of suspects as to why they offend, why in the City, why they targeted a particular location or victim. The Force has been providing information on Under 18s in Custody to the Lead Member and will continue to do so.

### **Future Challenges and Issues**

- The partnerships continue to work well supporting each other with a number of multi-agency groups meeting regularly. The following are areas where we can seek to improve.
- Timely and accurate information sharing between partners, especially with regards to data requested to produce problem profiles related to vulnerability
- Regular partnership representation on the Vulnerability Steering Group is key to making sure that activity around vulnerability is shared and supported across respective organisations. The Domestic Abuse Coordinator for the City Of London Corporation used to attend the Group on behalf of the Corporation but has since left. IT is hoped their replacement will be appointed soon.
- The funding of the City Vulnerable Victims Coordinator has been cut by 50% for the next financial year, an application will be made to the Force to fund the shortfall.
- The potential growth in on line Child Sexual Exploitation investigations through interrogation of the Child Protection Computer System. This system gives a geographical breakdown of those accessing child related pornography within a force area. To date the system has only been able to target activity within London and not discern City specific data. This is likely to change.



## **Independent Custody Visitor (ICV) Scheme**

### **Background**

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

The Panel is presenting the annual report at this May Meeting of the Committee. The details below are a summary of the main issues dealt with in the last year.

### **Organisation**

The City of London ICV Panel currently consists of 12 visitors who visit the custody suites at Bishopsgate Police station three times every two weeks. Nick Bensted-Smith attends the quarterly Panel meetings and, in addition, representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by the Scheme Manager & the Scheme Co-ordinator from the Town Clerk's department.

### **Achievements in 2016/17:**

**Custody visit throughputs** – The Panel has been successful in having a spread of visits across the week which is more appropriate to the usage levels in the custody suites at particular times. They have monitored the times of all visits made alongside the level of usage of the Custody Suites. The analysis shows that the timing of visits reflects the level of Custody Usage.

The Panel has several volunteers for the next quarter to undertake visits during the Midnight to 6am slot to ensure 24 hour coverage. There were unfortunately no visits undertaken during this slot in 2016-17. The Panel aims to undertake at least four visits annually - during the Midnight to 6 am slot in 2017-18.

The Panel now undertakes three visits every fortnight which is an increase to the weekly visits. This has not resulted in a decrease in the percentage of visits overall. The panel still met the target of undertaking 95% of their visits – the target set in last year's annual report.

**Access Rights to the Custody Suite** - entrance to the Suite has been a long standing issue for the ICV Visitors, who would prefer swift access to allow for more efficient unannounced visits.

There is now an agreed entrance procedure between custody staff and ICVs:

*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.*

All ICV's have now been vetted and have received new passes. There still needs to be a consistent format for these cards and their accessibility. The Force need to ensure that ICV cards are not time

barred and will not be declared inactive if not used within a month.

The Standing Operating Procedure produced for the Police on ICVs also now reflects the updated ICV Guidelines that were approved by Police Committee earlier this year.

**Self-Introduction to Detainees** – The Panel considered a paper encouraging the policy of self-introduction when interviewing detainees. This has been seen to increase the rate of acceptance when interviewing detainees. The Panel agreed to introduce this as standard policy for members, unless any panel member did not feel comfortable doing this. This has also been communicated to the officers and is reflected in their SOP.

**Healthcare Provision in the Custody Suite** – the Panel continued to take a great interest in the way healthcare was provided. Visitors are satisfied with the current health care provision provided to the detainees. The Panel will continue to monitor the provision of healthcare. A new contract for custody healthcare has now been signed from April 2017. This will be reported fully to Committee in May 2017. There is an agreed negotiation that healthcare providers will now be on site 24/7 rather than on call at certain times of day.

Additionally, the previous contract was also amended to reflect the long waiting times for approved mental health professionals. The contract included specific sanctions for the contractor for poor response times for mental health patients, something that was not previously included.

**Annual Update on Custody** – the first annual update to Police Committee was received in September and included the current procedures and statistics for young persons and children as well as those with mental health problems in custody. The panel were able to give their opinion on the style and structure of the paper to ensure that Police Committee received the correct information. This report will now come to the panel and Police Committee annually to assess trends of those that enter custody.

The format was also approved by Police Committee and this give the basis for future reports. The report confirmed the current procedures in the Bishopsgate custody suite for young persons and those experiencing mental health crises. The report was also able to clarify any recent policy developments, including the recent introduction of the Children's and Mental Health Crisis Care Concordat. It provides information of the length of time young people are in custody as well as how long some medical support has taken to get to detainees.

It will also provide information on the destinations and referrals pathways for detainees. This is important that ongoing support is given to children and young persons and those with mental health difficulties.

**Protocol on Youth Custody** – As part of the report, the Scheme Manager also recommended the creation of a protocol for young people in custody. Working in partnership with the Community and Children's Services Department, the purpose of this protocol is to reduce the time that children spend in police custody, by making pathways clear to suitable alternative accommodation where needed.

## Road Safety and Casualty Reduction

### Lead Member for 2014/15

Alderman Alison Gowman

### Officer contact

Inspector Sarah Smallwood 020 7601 2177

### Background

The City of London has a network of roads that have developed over a thousand years and have therefore not always been planned with today's traffic and pedestrian flow in mind. This means that there are a large number of different road types in a confined area which inherently causes more conflict between its users than a city with a more modern transport landscape.

This, combined with the 350,00 daily visitors, of whom an increasing amount are travelling on pedal cycles, inevitably leads to conflict resulting in collisions. In addition, the number of cyclists in London over the past decade has trebled.

In calendar year 2016 there were 396 casualties from 362 injury road traffic collisions. Of these, 50 casualties sustained serious or fatal injuries in the City of London, an increase of 14% on the previous year. There is an increase on the calendar year for the number of injury collisions of 4% and overall casualties have increased by 3%.

For a clearer comparison on local statistics it may be beneficial to view over a longer period, such as a 3 or 5 year period rather than one year at a time which would put any small variations in numbers into context.

The three groups of vulnerable road users detailed below account for 84% of all casualties.

The number of reported personal injury collisions (for vulnerable road users who sustained any level of injury) that occurred in 2016 (Jan – Dec) was 329.

- *Pedestrian casualties were 109, a reduction of 6% in 2015 (from 116 to 109).*
- *Cyclist casualties were 145, an increase of 4% in 2015 (from 139 to 145).*
- *Motor cyclist casualties 75, an increase of 47% in 2015 (from 51 to 75).*

### Organisation

Oversight for this area of Special Interest is conducted by Alderman Alison Gowman. Throughout 2016 Alderman Gowman has worked on a variety of projects, including implementation of the North South Cycle Super Highway, feedback on a road safety campaign in August, involvement setting up the Active City Network and through attendance at a Community Roadwatch session.

The responsibility for supporting casualty reduction is owned by the Superintendent of Communities within the Uniform Policing Directorate. During 2016 following a force restructure, specialist roads policing officers were moved from uniformed response groups to a newly formed department, Transport and Highways Operations Group (THOG) This department is split into different areas of responsibility, covering forensic collision investigation, Safer Transport Operations Team, Abnormal loads, Commercial Vehicle Unit and the roads policing specialist officers.

The focus of THOG is to utilise specialist roads policing officers to target criminal enforcement on the areas of highest risk, and to support Corporation of London road safety education activities.

The City of London Police is supported by a TfL investment of £1.2 million / year. This is secured through a Special Services Agreement that requires the CoLP to deliver specified special services which are linked to the specific services mentioned in the TfL contract.

The Transport and Highways Operations Group is led by an Inspector whose role it is to co-ordinate the policing activity that is designed to support the City of London Corporation's priority to reduce casualties, fulfil the requirements of the Special Services Agreement with TfL and provide specialist roads policing support within City of London Police as part of the Policing of the Roads Control Strategy.

#### **Achievements in 2016**

- The five key sources of danger on our roads are addressed through targeted enforcement campaigns throughout the year. Motorists driving in excess of the speed limit are identified through either remote enforcement or by officers undertaking roadside enforcement. The roadside enforcement has resulted in 451 Traffic Offence Reports (TOR) and 143 Endorsable Fixed Penalty (EFPN) notices. Remote enforcement through fixed speed cameras on Upper and Lower Thames Street have resulted in 1783 Notices of Intended Prosecution. Regular enforcement periods are planned in to policing activity to ensure that there is a consistent message about speeding.
- Mobile phone use and the wearing of seatbelts have both seen large increases in prosecution, with a total of 240 TOR's and FPN's issued for failing to wear a seatbelt and 740 TOR's and FPN's for mobile phone use.
- Careless driving, or driving without due care and attention has also seen increases in prosecution. There have been a total of 123 TOR's and 39 EFPN's issued for the two offences.
- CoLP is supported by funding to deliver enforcement around taxi and private hire vehicles. We have run a successful campaign on 'obscured vision', highlighting the dangers of drivers vision being obscured by fixing articles such as phones and satnavs to windscreens. This is now being taken up by TfL and used pan-London. Overall, CoLP officers stop checked a total of 7104 Hackney Carriage and Private Hire vehicles, with a total of 2194 being non-compliant with either taxi regulations or having committed moving traffic offences.
- CoLP Commercial Vehicle Unit has continued working as part of the pan-London Freight Compliance Unit, undertaking targeted enforcement of the commercial vehicles in conjunction with Driver and Vehicle Standards Agency and Metropolitan Police. This has resulted in 159 operations in City area, with 1254 commercial vehicle stop checked and a non-compliance offending rate of 64%. This is a total of 1856 offences identified.

#### **Key issues for 2017/18**

- The recent changes to infrastructure and road engineering projects have vastly reduced the availability of locations for officers to safely stop vehicles and undertake roadside enforcement. All enforcement operations are based on threat, harm and risk and considerations on the best of resources and appropriate locations are considered in all activities.
- Partnership working between CoL and the CoLP continues to reduce the number of vulnerable road users being injured in collisions through Road Danger Reduction Partnership.
- CoLP continues to be supported by TfL funding to deliver specific services. This includes the provision of officers for Commercial Vehicle Unit and the Industrial HGV Task Force, both of whom focus on large goods vehicles to reduce the risk posed by these vehicles to other road users.
- Liaison with Special Interest Area member will be enhanced through scheduled meetings.

<b>Committee(s):</b> Police	<b>Date:</b> 18 <sup>th</sup> May 2017
<b>Subject:</b> City of London Police Annual Report 2016-17	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 24-17	<b>For Decision</b>
<b>Report author:</b> Teresa La Thangue, Corporate Communications Director	

## **Summary**

The draft Annual Report, representing the achievements of the City of London Police for the past financial year, is submitted to the Committee for approval. The report contains information on crime, financial and staff statistics, as well as a summary of performance within the year.

It is requested that any comments on and/or changes to the report be sent via the Town Clerk's Department to the Force's Communications Director by Monday 5 June 2017.

## **Recommendation**

It is recommended that the contents of the draft Annual Report be approved, and that any comments upon them be forwarded as indicated above.

## **Main Report**

### **Background**

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

### **Current Position**

2. The style and content of the Annual Report has been reviewed this year, driven by a number of factors, the most significant of these was cost.

3. Last year the number of printed copies of the Annual Report was significantly reduced, going from the 500 to 180. Of these 180, 120 were provided to the Corporation of London, and we retained 60. Of these 60, we have approximately 45 left.
4. The Annual Report received close to 500 online visits from July 2016 to March 2017.
5. Even with a reduced print run, the cost of design and print of the report last year was £6,225, meaning the cost of an individual copy of the report (both online and in hard copy) was close to £10 each. In addition, the internal resource required to deliver the report in its previous format was substantial.
6. This year's report has been produced in-house, at zero cost. It is based on the same template as the policing plan as much of the data of previous reports replicates that contained within the Policing Plan.
7. It is notable that most police forces do not publish an Annual Report in this format anymore, although Police and Crime Commissioners (PCCs) are obliged to produce such a document and this report is in-line with reports published by PCCs across the country.
8. It is interesting to note, the City of London Corporation no longer publishes a full Annual Report but simply a narrative report at the front of the Statement of Accounts which is co-ordinated by Chamberlain's office with input across the Corporation.
9. As you will see, this report is significantly shorter than previous years. Much of the detailed review of the previous year's activity has been removed and the report instead takes more of a high-level overview of what was achieved against the previous year's priorities. In doing so, it is hoped the report replicates how the Force is dedicating resource, including that within the Corporate Communications team, towards the Force priorities. This slimmed down and high-level approach is also in keeping with the HMIC request that our communications illustrate 'you said – we did'.
10. It is hoped in time the Corporate Communications department of the Police can work with the City of London Corporation to establish what is required of the Annual Report and how it can be produced.

## **Conclusion**

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

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# Annual Report 2016-2017

*Proud to deliver an exceptional policing service*







## Contents

Chairman's foreword	1	Supporting the Strategic Policing Requirement	16
Commissioner's foreword	2	Our efficiency	17
Our values	3	Expenditure and income	18
Police Code of Ethics	4	Accountability	19
Our mission	5	Police Committee membership and report approval process	20
Introduction and background	6-7	Our structure	21
Performance 2016-2017	8-11	Our resources	22
Developing our priorities	12	Contact us	23
Policing priorities 2017-2020	13-14		
- Counter terrorism			
- Cyber crime			
- Fraud			
- Vulnerable people			
- Violent and acquisitive crime			
- Roads policing			
- Public order			
Measures	15		

## Chairman's Foreword

As my first year as Chairman of the City of London Police Committee draws to a close, it has been an honour and a privilege to hold this role. I wish to thank my fellow Committee Members for their support and hard work during this time of change especially extending thanks to my predecessor, Henry Pollard, for his engagement with a range of national bodies contributing highly to our presence on the policing landscape.

It has been an eventful year, but sadly one in which the capital saw another appalling attack on its citizens and those risking their lives to protect us. Work in the City of London Police and the City of London Corporation continues apace and we are doing all we can to ensure the safety of all those that live, work and visit the City. We are strengthening the Ring of Steel protecting the City's borders and progressing a Joint Contact and Control Room between the City Corporation and the Police that will better facilitate collaborative working, enabling provision of a better, comprehensive, response to our community.

The force, with support from the City Corporation, has made tremendous efforts to meet the challenges of reduced budgets as demand continues to grow, and these challenges will remain in the coming years. I am committed to ensuring the City Corporation provides the necessary support to ensure the force is able to continue to deliver its effective service. In my role, I also became chairman of the Safer City Partnership bringing together key partners to address issues that affect all those living, working and visiting the City, allowing everyone to enjoy all the City has to offer - in safety. That partnership has focused on addressing the needs of the most vulnerable in the City, doing what we can to protect them from becoming victims of crime. There has been particularly close working between the City Corporation and the Force on the development of a Suicide Prevention Strategy addressing the worrying rise in suicides and attempted suicides that have been recorded in the City recently.

Policing the Square Mile is not just the responsibility of the force, but of all citizens. It requires a partnership between the Police and the people working together and that is exemplified by such initiatives as Project Griffin and the Crime Prevention Association.

The force is also moving a step closer to its new accommodation as the planning application for the refurbishment of Wood Street station has been submitted and we look forward to progressing this complex and important programme.

We recently bade farewell to Commander Chris Greany who served commendably as National Coordinator for Economic Crime and, on behalf of the whole Committee, I thank him and wish him well for the future. I would also like to thank the senior leadership team in the force and all the officers and staff that work hard to make the City of London Police what it is today and also the staff and members of the City Corporation that support me in my role.

*Deputy Douglas Barrow*



## Commissioner's Foreword

I've been Commissioner of the City of London Police for a little more than a year, and in this year, I have overseen significant change across the force that ensures we are better placed to deliver policing in the City and further afield. Instrumental in bringing in and driving this change has been a new, invigorated chief officer team, led by Alistair Sutherland, our Assistant Commissioner who joined us in April 2016, bringing a wealth of experience in operational policing and the relentless energy required to bring about real and lasting shifts in our methodology and approach. In March, Commander Chris Greany, the national lead for economic crime, retired from policing. I was sad to see him go, during his time with us, he did much to secure our position on the national stage.

### Counter terrorism

The recent events in Westminster regrettably remind us the threat from extremists remains high. The past year has seen us deliver on our commitment to increase armed capability, with enhanced 24/7 armed response in the City. Project Servator, our innovative approach to disrupting hostile reconnaissance, has been adopted by the Metropolitan Police Service, and other forces across the UK, ensuring tactics developed in the City can be shared nationally.

### Economic Crime

In 2016 we continued to lead policing response to economic crime. Of particular note is the enhanced the service we now offer via the Action Fraud reporting centre, with 24/7 reporting and assistance for businesses and individuals experiencing a cyber attack.

### Change Programmes

We continued to deliver our leadership development programme in 2016 and all officers and staff, including special constables and volunteers have attended leadership sessions. The programme has delivered real, lasting benefits already and as we move into 2017/18, we are looking at how we continue to embed this significant cultural change across the force. Operationally, we continued the roll-out of 'toughpad' tablets to front-line officers and body-worn cameras. We are working with academia on the use of body-worn cameras and how it can enhance our offering to the communities we serve.

It has been said many times in recent years that change is the only constant in modern policing, and while this is indeed true of the City of London, we embrace change fully cognisant of the need to retain what is special about this police force. Locally, we serve a unique environment, one we are always mindful of as we set our priorities. Engaging with the communities we serve to ensure we deliver the service they rightly expect from us will always be key to how we police the Square Mile and beyond. While the country's smallest police force by location, we are forever striving to deliver a service that sets us apart from the mundane.



## Our values

### Integrity

Integrity is about being trustworthy, honest and doing the right thing. We expect our 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 ensure that we comply with our obligations under the Equality Act 2010, both with regard to our staff and all the people that come into contact with us.

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 community 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.

To support the Police Code of Ethics, we will –

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

Be **honest** and trustworthy

Treat people **fairly**

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

Display **leadership** through leading by example

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

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

Treat everyone with **respect**

Act **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 achieve this through:**

- A front line that is responsive to the needs of the City of London and keeps people safe
- Professional investigators who put victims first and seek positive outcomes for them
- Being a centre of excellence that protects the UK against economic crime and pursues offenders
- Delivering an intelligence function which tracks offending patterns and identifies policing priorities
- Business support functions which exploit new ways of working, digital investments and modernising the workforce to secure savings





## Introduction

**Welcome to our annual review of 2016/2017, in which we set out how we served the City of London in the past 12 months, and with information on 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 residents from every social group and background, businesses that range from large international concerns to small and medium sized enterprises, workers and visitors. Around 9,000 residents<sup>1</sup> call the City of London home although every day that number swells to 400,000<sup>2</sup> 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 cultural hub, 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 commitment in 2016/2017 and our upcoming priorities.

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

<sup>2</sup> Economic Development Unit, City of London Corporation

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 activities that protect individuals and businesses from fraud has resulted in collaboration between law enforcement and other key partners meaning prevention campaigns have greater reach and impact. 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.



## Performance 2016-2017

Below is a high level summary of performance against our measures and commitments last year. Performance is reported in detail quarterly to the Police Performance and Resources Sub Committee.

### Our commitment

### What we did

To protect the City of London from terrorism and extremism

Conducted 'Project Servator' specialist counter-terrorist deployments across the City.

Delivered Project Griffin sessions to 800 attendees and Project Argus presentations to almost 1100 delegates.

Working with the Corporation of London and other partners, keep the City's roads safe and reduce the number of those killed and seriously injured

Conducted enforcement activities resulting in 2204 tickets being issued to motorists.

Balance an individual's or group's right to protest, with the community's rights to go about their lawful business without being subject to serious disruption, disorder, damage or intimidation.

Kept individuals and businesses informed about events and demonstrations in the City

**Our commitment****What we did**

Reduce the level of violence with injury in the City

Violence with injury decreased by over four per cent compared with previous year.

Reduce the level of acquisitive crime in the City

Delivered awareness campaigns to reduce acquisitive crime in the City

Ensure capability to protect the City from cyber crime

551 staff have received mainstream cyber crime training and the force has six specialist cyber crime investigators

**Our commitment****What we did**

**Manage anti-social behaviour within the City**

**Worked with St Mungo's, to conduct operations to identify and assist foreign nationals sleeping rough in the City.**

**Deliver a first class service to victims of fraud, nationally**

**73 per cent of victims were satisfied with the service provided**

**Keep the City safe from fraud**

**Increased positive outcomes in City-based fraud cases by 36 per cent compared with previous year**

**Our commitment****What we did**

Use disruption activity to prevent fraud

Almost 200,000 fraud enablers (websites, phone lines, bank accounts) disrupted over 2016/2017

Deliver a quality service to victims of crime

Almost 85 per cent of victims satisfied with the service received, placing us third nationally compared to other police forces

Keep the City safe

77 per cent of people feel safe in the City

## Developing our priorities

Our priorities, which form the core of our policing plan for the coming three years, 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

Cybercrime

Fraud

Vulnerable  
peopleViolent and  
acquisitive crime

Roads policing

Public order

## Priorities for 2017-2020

### 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.

### Cybercrime

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.

### Fraud

As the *National Lead Force for Fraud*, tackling fraud and setting the national strategy for dealing with it remains a priority 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 support 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.

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 all vulnerable people who might come into contact with the police. 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.
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.
Roads policing	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.
Public order	The City of London's position at the heart of global finance results in it being a high profile 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.

## 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. To reflect the breadth of activity that takes place to deliver this plan, we will report progress against the '4P' plans that have been developed for each priority area. The 4Ps refer to activities that focus on prevention, preparation, protection and pursuing criminals. Performance against these measures will be reported quarterly to the Police Performance and Resources Sub Committee.

- Measure 1:** The number of crimes committed in the City
- Measure 2:** The capability and impact the Force is having against countering terrorist activity
- Measure 3:** The capability and impact the Force is having against countering cyber attacks
- Measure 4:** The capability and impact the Force is having against countering Fraud
- Measure 5:** The capability and impact the Force is having in safeguarding and protecting vulnerable people
- Measure 6:** The capability and impact the Force is having against countering violent crime
- Measure 7:** The capability and impact the Force is having in policing City roads
- Measure 8:** The capability and impact the Force is having providing protective security to the City and responding to public disorder
- Measure 9:** The capability and impact the Force is having against countering acquisitive crime
- Measure 10:** The level of satisfaction of victims of crime with the service provided by the city of London police
- Measure 11:** The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job



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

## Our efficiency

As all police forces, we continue to face significant financial challenges over the medium term; our particular challenge is to 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 will no longer be desk bound.

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.

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.

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

Additional funds from the business rate revaluation for 2017/18 will be used to provide an enhanced firearm capability to counter the threat from terrorism. The charts below provide a high level summary of our anticipated expenditure and income over the following two years of this plan.

## Expenditure and income

EXPENDITURE	2016/17		2015/16			
	Last approved budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
Premises-related expenses						
Transport-related expenses						
Supplies and services						
Third-party payments						
Central and other recharges						
Surplus transferred						
Capital expenditure (inc. Financing costs)						
Contingencies						
<b>Total other expenditure</b>						
Employees (inc. Pensions)						
<b>Total expenditure</b>						

INCOME	2016/17		2015/16			
	Last approved budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
Home Office revenue grants (Principle Formula and SSA)						
Police Authority						
<b>Total Basic Income</b>						
Other Home Office revenue grants						
Other grants, reimbursements and contributions						
Surplus transferred						
Customer, client receipts and recharges						
Home Office capital grant/capital receipt						
<b>Total income</b>						

The unaudited 2016-17 statement of accounts is approved by the Police Committee in July.

## 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.

## Police Committee membership report approval process

At their meeting on 18 May 2017, members of the Police Committee commented upon the draft 2016–2017 Annual Report of the Commissioner of Police. The revised report is submitted here for the information of the Court prior to being published and widely circulated to all Members.

Signed on behalf of the Committee

*Signature*

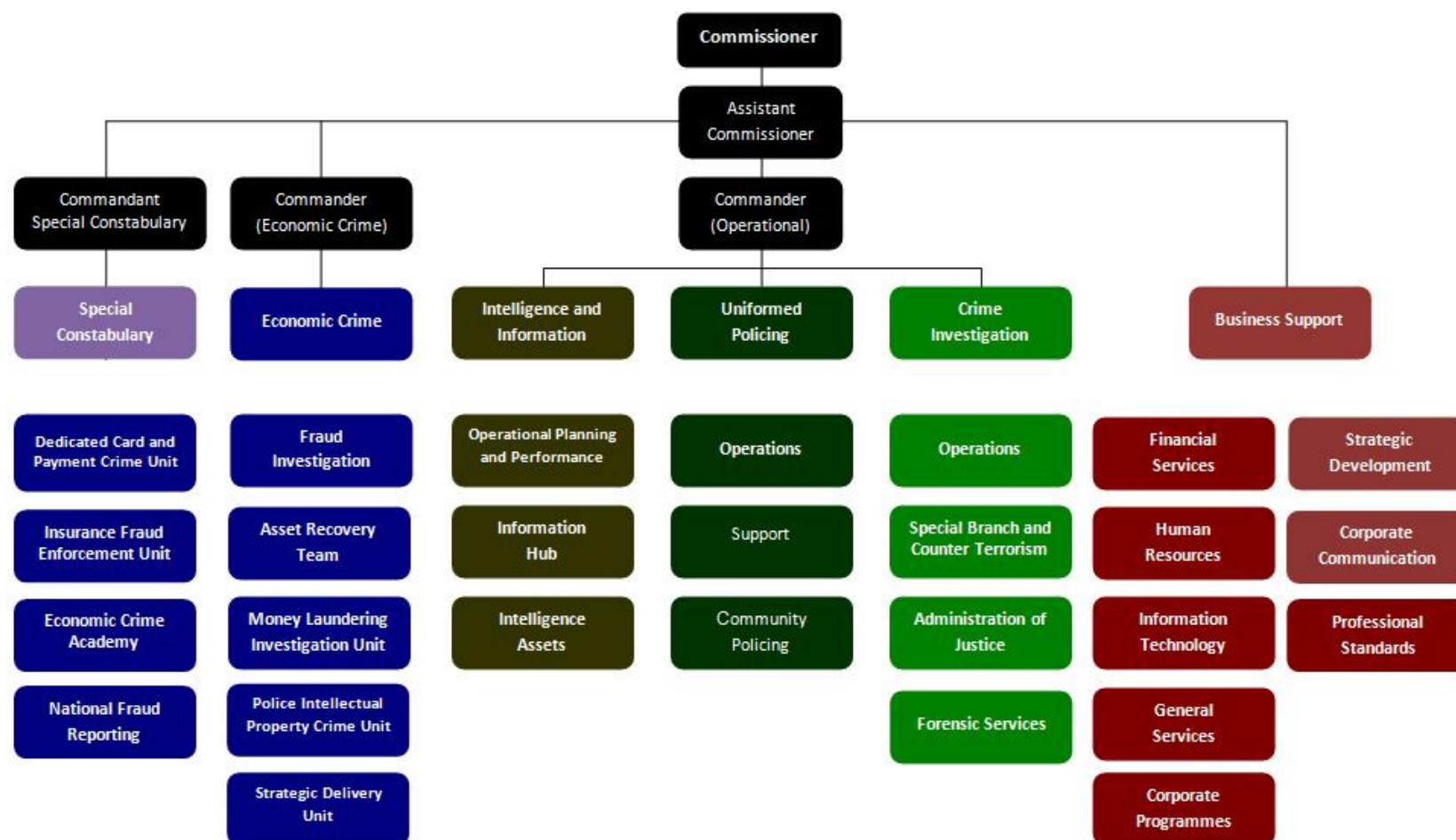
Deputy Chairman of the City of London Police Committee.

### Police Committee 2016/17

The Police Committee oversees the work of the City of London Police and as such acts in a similar manner to an elected Police and Crime Commissioner.

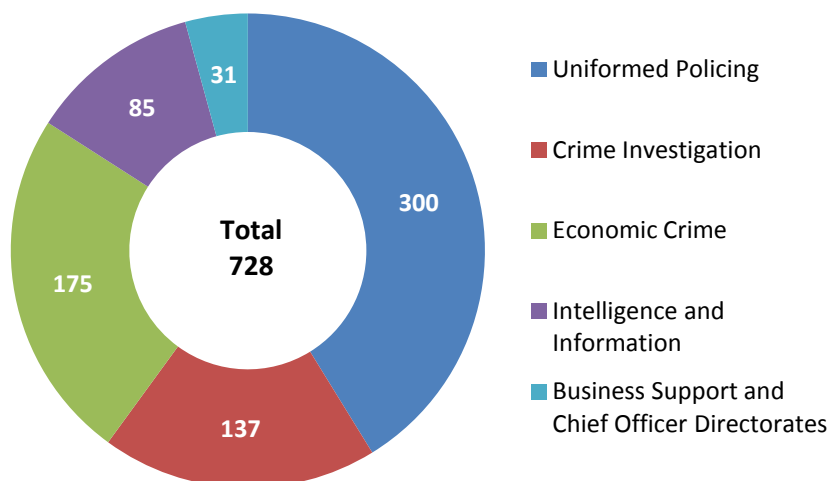
Chairman: Deputy Douglas Barrow  
Deputy Chairman: Deputy James Henry George Pollard  
Nicholas Michael Bensted-Smith JP  
Deputy Keith David Forbes Bottomley  
Simon D'Olier Duckworth OBE DL  
Emma Edhem  
Alderman Alison Gowman  
Christopher Michael Hayward  
Alderman Ian David Luder JP BSc (Econ)  
Deputy Richard David Regan OBE  
Deputy James Michael Douglas Thomson  
Lucy Sandford

## Our structure

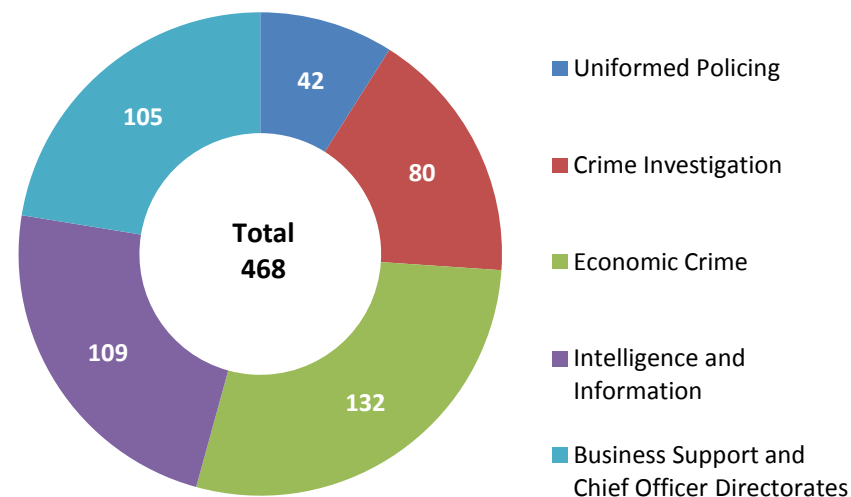


## Our resources

Police Officers



Police Support Staff



Through our Leadership and People Strategies we will develop our staff to their full potential whilst our workforce plan will ensure that our staff and officers have the necessary skills and experience to ensure we can meet current and future demand.

## Contact us

**[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)**

**Provide feedback on this plan to:**  
[postmaster@cityoflondon.police.uk](mailto:postmaster@cityoflondon.police.uk)

**101**

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



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### 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

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#### **Headquarters** (not open to the public)

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





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<b>Committee</b>	<b>Dated:</b>
Police Committee – For decision Finance Committee – For decision	<b>18 May 2017</b> <b>6 June 2017</b>
<b>Subject:</b> Debtor Balances and Write Off Report 2016-17 City of London Police	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 26-17	<b>For Decision</b>
<b>Report author:</b> Michelle King, Financial Services Director	

## Summary

This report provides an update on debtor balances for the City of London Police (COLP) as at the 31<sup>st</sup> March including two that are considered to be irrecoverable. The end of year aged debtors position is summarised at Table 1 on page 2 and outlines all current debts due to CoLP.

The Commissioner is seeking approval to write off the irrecoverable balances of £91,074 and £237,966 arising from services supplied to the Mayor's Office for Policing and Crime (MOPAC) and the Food Standard Agency (FSA) respectively.

Bad and doubtful debts are reviewed annually to ensure that adequate provision is made for any debt that is unlikely to be recovered. The current provision for services overseen by the Police Committee is £338,947. This includes 100% provision for the MOPAC and FSA debts. Should Members agree to the write offs, the debts may be charged against this provision.

## Recommendations

Members are asked to:

- 1) Agree to write off debt amounting to £91,074 in respect of costs arising under secondment agreements to the Mayor's Office for Policing and Crime.
- 2) Agree to write off debt amounting to £237,966 in respect of costs arising under the arrangement entered into with the Food Standards Authority.

## **Main Report**

### **Background**

1. This Force enters into contractual arrangements with private organisations, government agencies and individuals, some of which give rise to debtor transactions. The Corporation provides support to CoLP for credit collection and the sound management of debtor balances. As of 31<sup>st</sup> March 2017, the Force has debtor balances amounting to £1.8m, of which £0.1m are aged between 12 and 24 months; and, £0.3m are aged over 24 months. It is a generally accepted principle that the longer a debt remains outstanding, the more unlikely recovery becomes.
2. In reviewing the aged debtors, it is clear that some of the current circumstances could have been avoided through implementing proper credit and risk management controls to minimise non payment. The main controls include ensuring legal oversight and documentation on all arrangements; accepting payment prior to providing services such as Academy Educational Services; and, conducting credit checks before providing services on credit.
3. Improving the governance of income generation, sponsorship arrangements and accounts receivables are now under the oversight of the Police Strategic Finance Board that ensures effective oversight and scrutiny of credit arrangements. The board has reviewed all Force balances aged less than 12 months and is actively pursuing timely recovery of those balances.

### **Debtor's Position**

4. The current debtors balances according to age are as follows:

<b>Period of Debt Outstanding</b>	<b>Net Amount (£)</b>	<b>%</b>
0 to 3 months	1,421,936	77.82
3 to 6 months	49,418	2.70
6 to 12 months	1,304	0.07
12 to 24 months	98,792	5.41
24 + months	255,811	14.00
<b>Total outstanding debt</b>	<b>1,827,260</b>	<b>100%</b>

5. The debtor balances for which the Commissioner is seeking permission to write off are in respect of services supplied to the Mayor's Office for Policing and Crime (MOPAC) and the Food Standard Agency (FSA). These debts are aged between 12-24 months and over 24 months, respectively and form the greater part of these longer term balances.

## **Impaired Debtors**

### **Mayor's Office for Policing and Crime - £91,073.94**

6. The Commissioner entered into an agreement with MOPAC to supply three officers on secondment to the London Regional Intelligence Unit (LRIU) in 2015/16. During that year the London Regional Organised Crime Unit (ROCU) grant funding, which supported the secondments, was reduced by 68% resulting in decisions which left the current ROCU commitment to City of London Police (CoLP) unfunded. The LRIU reprioritised remaining ROCU funding to support Regional Asset Recovery Team (RART) and critical ROCU roles such as the Prisoner Intelligence Unit. These factors caused the initial ROCU programme commitments to be unfunded and therefore the three Forces (MPS, BTP and CoLP) agreed to write off any liability to the ROCU. This was negotiated and confirmed by the Commissioner of Police.

### **Food Standards Agency - £237,966**

7. The Commissioner entered into an agreement with the FSA to investigate the use of Horsemeat in consumer food products. The FSA supported the investigation until they conducted an internal value for money review in October 2014. The review found that there was little indication from CoLP of the level of work or expenditure (current and future) to support the investigation and resolved that the funding could therefore not be justified.
8. The Commissioner subsequently approached the FSA following successful prosecutions under this investigation, to challenge the stance taken in respect of value for money however the FSA maintained their position. CoLP does not have recourse to legal action since the arrangement entered into was not contractually agreed and therefore not enforceable. The Commissioner therefore seeks approval to write off the debt.

## **Financial Implications**

9. Bad and doubtful debts are reviewed annually to ensure that adequate provision is made for any debt that is unlikely to be recovered. The current provision for services overseen by the Police Committee is £338,947. This includes 100%

provision for the MOPAC and FSA debts. Should Members agree to the write offs, the debts may be charged against this provision.

### **Chamberlain's Comment**

10. The Chamberlain's Department has been consulted about this report and their comments have been incorporated.

### **Conclusion**

11. Further consideration is required on the measures needed to improve collection on arrangements with other government agencies to ensure public agencies are sharing delivery risks in a proportionate manner.

### **Contact:**

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Tel: 0207 601 2411

<b>Committee(s):</b> Police Committee	<b>Date:</b> 18 <sup>th</sup> May 2017
<b>Subject:</b> Stop and Search update -Best Use of Stop and Search -Report on the removal of more than Jacket, outer clothing or gloves (JOG) during stop search	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 21-17	<b>For Information</b>
<b>Report authors:</b> Inspector Richard Galvin Operational lead Stop and Search Working Group  Superintendent Bill Duffy, Uniform Operations	

## Summary

This is an update to the report provided to your Committee in November 2016 (Pol 51-16 refers) and details developments on The Best Use of Stop and Search Scheme and gives an overview of stop and searches that involve removal of more than jacket, outer clothing or gloves which is a requirement from Her Majesty's Inspectorate of Constabulary (HMIC) inspection – Stop and Search 2.

The Best Use of Stop and Search Scheme or BUSS was announced by the Home Secretary to Parliament on 30th April 2014. The principal aims of the Scheme were to achieve greater transparency, community involvement in the use of stop and search powers and to support a more intelligence-led approach, leading to improved outcomes, for example, an increase in the stop and search to positive outcome ratio. Stop and search is a complex issue and requires a tailored response in the City due to its unique environment, particularly as a large number of those stopped and searched live outside of the City. The force is dedicated to ensuring that stop and search is carried out appropriately and justifiably and that the force and officers remain accountable for their searches.

We as a Force are keen to work with our local and business community to achieve accountability and have set up several new ventures to do this, such as the Community Scrutiny Group and the Community Engagement Patrol scheme as well as the Force's Stop and Search Working Group.

This report provides an overview and update on the key area of stop and search within the City of London Police. Stop and search impacts on public trust and confidence and has been the link to a number of high profile incidents. One area of stop and search on which forces are required by HMIC to report is the number of searches that involve the removal of more than a jacket, outer clothing or gloves (JOG). In this reporting period October 2016-March 2017, 15 of the 668 stops (2.24%) have been in this category, all of which were conducted on adult males (and none on children). Outcomes are shown in Appendix 2.

## Recommendation

It is recommended that Members note the report.

## **Main Report**

### **Background**

1. The City of London Police are working hard to maintain best practice for stop and search and have voluntarily signed up to the Home Office's Best Use of Stop and Search Scheme (BUSS) to help achieve this. There is an internal action plan which provides actions for the Force to improve performance in relation to both stop and search and other areas (Taser and use of force) which were identified for further work in our 2015 HMIC PEEL legitimacy inspection, which is monitored at your Performance and Resource Management Sub Committee. The Force is a voluntary member of the Home Office BUSS which sets out a number of recommendations in relation to monitoring stop search, increased engagement with the community and a visible and transparent approach to stop and searches. The City of London Police, received a letter in November 2016 stating that the Force is now fully compliant with requirement of the BUSS. We aim to continue the provision of a professional service to the public, whilst remaining accountable for our actions.

### **Progress**

#### **Stop and Search Work Group**

2. The City of London Police set up a new working group in 2016, the Stop and Search and Use of Force Working Group, recognising the additional work that was required in improving our approach to stop and search. The group has worked on the progression of action plans and to increase scrutiny of and transparency of data. A stop and search action plan has been developed and progressed, being monitored and updated monthly by the working group. The data produced for the group is available for viewing on the City of London Police website. <https://www.cityoflondon.police.uk/about-us/your-right-to-information/stopandsearch/Pages/default.aspx>

#### **Community Scrutiny Group**

3. The Force has also established a new Community Scrutiny Group (CSG), focused not just on stop and search but also use of force and deployment of Taser. The purpose of this group is to monitor how Stop and Search is used and also to highlight where improvements can and should be made. The Community Scrutiny Group is a diverse group of people who meet quarterly. Members of this group include a member of the Independent Advisory Group (IAG) and also Nick Bensted-Smith, Lead Member for Public Protection. The City of London Police are continually consulting our local and business partners/community to identify new members of different ages and ethnicity to be involved. The City of London Police runs an advertising campaign for CSG members through our external website as well as on social media.



## **Community Engagement Patrols**

4. The City of London Police strives to be an open and trusted organisation with our community having confidence in us. To contribute to this ethos we welcome members of the community to experience our work through Community Engagement Patrols.
5. The Community Engagement Patrol forms part of our commitment to the BUSS. Members of the community are able to accompany officers on patrol to observe the use of stop and search and wider policing powers.
6. The Community Engagement Patrol is designed to allow the community to engage with police staff, increase understanding of our work and allow for feedback to be given to our Community Scrutiny Group about their experiences. The intention is that this process will increase trust in the police. Since December 2016 fifteen (15) members of the public of varied ages and ethnicity have been out on patrol with City of London Police officers. This equates to 4 members of the public a month taking part in this scheme. The scheme has been highlighted through the force's Twitter account, the City of London Police external website and community outreach programs, to increase our audience and reach and connect with more diverse groups of people.

## **Electronic hand held devices (Tough Pads)**

7. Since November 2016 the new electronic hand held devices (Tough Pads) have been used by all front line officers to record all information involving stop searches automatically. The devices have allowed prompt and accurate collection of data, have helped in reducing the time persons are detained, reduced errors and highlighted any trends in crime, powers used or persons stopped.

## **Training**

8. The Force's Learning and Development department has started to deliver refresher training to all front line officers on grounds for stop and search, based on the latest guidance from the national stop and search team and College of Policing training. The aim of the training is to give officers confidence to use their powers legally, fairly, professionally and transparently and help them recognise the potential for unconscious bias. The training is designed to support officers to demonstrate clear, objective and reasonable grounds before conducting a search and to assist them to make decisions clearly, and treat members of the public fairly and respectfully. Learning and Development commenced training on 5<sup>th</sup> April 2017 and intend to conclude the training to all front line officers by July 2017.
9. All front line supervisors are also receiving refresher training around stop and search. A more intrusive approach has been implemented when supervisors are inspecting stop and search. All electronic stop and search forms are scrutinised first by a supervisor and then by a dedicated stop search quality

assurance officer. Issues with any part of the information supplied, including grounds, are raised via a staged process, culminating in the Chief Inspector within Uniformed Operations being informed if the issue remains unresolved within 7 days. This aim is to reduce poor practise and highlight any areas of concern for additional training.

10. A summary report on issues identified (including grounds) is completed by the stop and search quality assurance officer and considered for any actions required by the monthly working group, chaired by the Chief Inspector Operations.

### **Going forward over the next twelve 12 months**

11. For future Stop and Search Working Group meetings, the group will pay particular notice to recorded grounds. Every month the Stop and Search Working Group will review all Stop and Search records and the findings will be documented in a written report to the Stop and Search Working Group.

### **Community trigger scheme (complaints)**

12. In line with the requirement of the BUSS we have introduced a community trigger scheme in the City of London. The idea behind this is that when a certain number of complaints or complaints of a certain nature regarding stop and search are received this will cause a trigger, and will require the police to report the circumstances of the stop and search and the complaint to the Community Scrutiny Group.
13. In the City of London we have decided that we will report to the Community Scrutiny Group for every single complaint received regarding stop and search. From September 2016 – March 2017 no complaints have been made against a City of London Police officer relating to stop and search. In the last twelve months only one complaint has been registered with the Force's Professional Standards Directorate (PSD) relating to stop and search. This complaint related to an incident in 2015 and as more than 12 months had passed between the incident and the date when the complaint was made, it fell outside of the accepted time limit for reporting.

Searches that involve the removal of more than a jacket, outer clothing or gloves (J.O.G).

Figures October 2016 – March 2017

<i>Month</i>	<i>No of Stop &amp; Search</i>	<i>Male</i>	<i>Female</i>	<i>Child or Young</i>	<i>Ethnicity<sup>1</sup></i>
	<i>Conducted</i>	<i>JOG</i>	<i>JOG</i>	<i>Person</i>	<i>JOG</i>
<b>Oct-16</b>	107	1	0	0	MIC4
<b>Nov-16</b>	118	2	0	0	2 X MIC1
<b>Dec-16</b>	127	4	0	0	2 X MIC3 1 X MIC1 1 X NS
<b>Jan-17</b>	105	4	0	0	3 X MIC1 1 x MIC3
<b>Feb-17</b>	122	3	0	0	2 X MIC4 1 x MIC3
<b>Mar-17</b>	89	1	0	0	1 X MIC1
<b>Total</b>	<b>668</b>	<b>15</b>	<b>0</b>	<b>0</b>	

14. Of the **1322** Stop and Searches conducted the last twelve months - April 2016 – March 2017, the removal of more than jacket, outer coat and gloves (JOG) equates to 30 persons, 15 in the last six month reporting period (for outcomes from these stops see Appendix 2). All the persons who had more than JOG removed were males and none were children or young people. Overall, only **2.27%** of our overall stop and searches for the full 12 month period, resulted in more than JOG being removed and **2.24%** of the stops conducted in the last 6 months.

## Conclusion

15. This report presents information to Members on the Force's current position and progress on stop search and also data on the removal of JOG. This is the second report in this format, initially prompted by a number of HMIC recommendations, but also recognising that this is an important area on which Members would wish to be informed. The data presented in this report will provide a baseline against which future annual reports can be considered, allowing a comparison to be made and potential issues or trends highlighted.

<sup>1</sup> Key: IC1 -White - North European; IC2- Mediterranean/ South European; IC3- Afro-Caribbean ; IC4 Asian (in the UK Asian refers to people from the Indian subcontinent like India, Pakistan, Bangladesh, Nepal) ; NS- Not Stated

16. The Force sees a small number of occasions when clothing needs to be removed beyond JOG. The monitoring and collecting of data is now electronic which will allow a faster integration of the procedure and highlight any trends or misuse of powers.

### ***Appendices***

Appendix 1- screen shot of Stop/ Search Form

Appendix 2- Breakdown of JOG stops, including outcomes- October 2016- March 2017

### ***Contact***

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## Appendix 1

### Stop Search Electronic Format Screen Shot

Power	<input type="text"/>
Clothing removed?	<input checked="" type="radio"/> Yes <input type="radio"/> No <input data-bbox="770 483 794 517" type="button" value="?"/>
More than jacket, outer coat or gloves?	<input checked="" type="radio"/> Yes <input type="radio"/> No
Detail clothing removed	<input type="text"/>
Intimate parts exposed?	<input checked="" type="radio"/> Yes <input type="radio"/> No <input data-bbox="770 696 794 730" type="button" value="?"/>
In public view?	<input data-bbox="560 757 584 790" type="button" value="↑"/> <input data-bbox="587 757 611 790" type="button" value="↓"/> <input type="radio"/> Yes <input checked="" type="radio"/> No <input data-bbox="722 757 746 790" type="button" value="?"/>
Location	<input type="text"/> <input data-bbox="1417 831 1441 864" type="button" value="?"/>
Sex of officers present	<input type="text"/> <input data-bbox="794 909 818 943" type="button" value="?"/>
Details	<input type="text"/>
Object of search:	<input type="text"/>
Reason/grounds/authority of stop	<input type="text"/>
Criteria	<input type="text"/>

## **Appendix 2 – Breakdown of each month- October 2016- March 2017**

### **October 2016**

- A) Vehicle stopped, smell of cannabis, drivers eyes red and admitted smoking cannabis earlier – Nothing found – PND issued

### **November 2016**

- A) Male seen by ATM and believed tampering with the machine – Nothing found – NFA
- B) Male seen in Mansell Street to insert plastic card into ATM – Nothing found – NFA

### **December 2016**

- A) Male admitted smoking cannabis within the vehicle, strong smell of cannabis in the vehicle – Found in possession Offensive weapon and Cannabis – Arrested.
- B) Strong smell of cannabis from male. Made off from police – Found in possession Offensive weapon and cannabis – Arrested.
- C) Male seen to enter store by security and place two pairs of shoes in a bag and attempted to leave without payment – Arrested
- D) Male seen to enter store with empty Sports Direct bag by security and place two pairs of shoes in a bag and attempted to leave without payment – Arrested

### **January 2017**

- A) Male observed by CCTV operator to tamper with bikes – Cannabis grinder found - NFA
- B) 2 x Male observed by ATM believed potential fraud / accompanied by another male who gave different account for being in the area – 1 x Arrested wanted on warrant. 1 x NFA
- C) Male threatened another with pair of scissors – Arrested Offensive Weapon

### **February 2017**

- A) Stopped Road Traffic Act – Strong smell of cannabis from the vehicle and nervous behaviour. – Drugs recovered – Summoned to court
- B) Male smelt of cannabis, lazy eyes and confirmed high – NFA
- C) Smell of cannabis in vehicle, evidence of cannabis use and resin tobacco on the floor – NFA

### **March 2017**

- A) Male in motor vehicle that had strong smell of cannabis/ Evidence of drug use on the floor, occupant admits to smoking drugs – PND issued.

<b>Committee(s)</b>	<b>Dated:</b>
Independent Custody Visitor Panel – for information Police Committee – for information	26 April 2017 18 May 2017
<b>Subject:</b> Independent Custody Visiting Scheme Annual Report 2016/17	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Craig Spencer, ICV Scheme Manager, Town Clerk's Department	

## Summary

This report completes the requirement to update Members on the progress of the City of London's Independent Custody Visiting (ICV) Scheme, presenting the Panel's Annual Report and informing Members of some of the recent issues raised by the ICV Panel in relation to custody provision in the City. Issues raised at the Panel meetings over the past year include access to the custody suites, the response times for repairs and maintenance work and how best to time their visits.

## Recommendation(s)

Members are asked to note the contents of this report.

## Main Report

### Background

1. The existing Independent Custody Visiting Scheme has been operational, in its current form, since November 2007. As part of the Scheme, Members agreed at your meeting in May 2009 that a regular report would come to Committee on an annual basis, and this report fulfils that requirement.
2. Members may recall that Custody Visitors make unannounced visits in pairs to custody suites to monitor and report on the treatment and conditions of individual detainees on an entirely independent and confidential basis. They are there to look, listen and report on conditions in custody at the time of their visit, and report what they see through to the Force and the Committee.
3. The City Visitors have all been trained in conjunction with the Independent Custody Visiting Association and the Mayor's Office of Policing and Crime. Further refresher training is given to the Panel on specific topics such as use of force or mental health.
4. The visits take place on a three in two week basis for Bishopsgate Police Station as agreed in the Scheme. Each visit is recorded by the two visitors who complete

a short form covering any issues for concern following meetings with the detainees. Copies of each completed form are then sent to the Custody Manager, the Scheme's Administrator in the Town Clerk's Office, and the Commander for action if necessary. The Panel should be commended for completing all their visits over the previous year even with the increase in the regularity of visits that was agreed.

5. Meetings of the ICV Panel continue to take place on a quarterly basis and are attended by all Custody Visitors together with representatives from the Town Clerk's Department as well as the Committee's representative Nick Bensted-Smith.
6. The Panel reviews the record of visits since the last meeting and visitors are able to ask detailed questions of the representatives of the Force, which is often the custody manager, about any issues which concern them. Finally, the Panel considers more general policy aspects and the administration of the Scheme such as the visit rota and availability.
7. Finally the ICV Panel would like to record their thanks to Chairman Peter Tihanyi for his contribution to the Scheme over the past year as well as the past Chairman Max Jack who left the scheme this year. The current Chairman is intending to step down later this year and we are currently accepting nominations for his successor.

### **Panel Issues in 2016/17**

7. This year the Panel has produced its seventh Annual Report, which is attached at Appendix A. This reports on the Panel's performance over the last 12 months, provides information about the visits made and issues raised as a result and, finally, sets out the Panel's objectives for 2016/17. Issues raised at the Panel meetings include the following:

**a. Access Rights to the Custody Suite** - entrance to the Suite has been a long standing issue for the ICV Visitors, who would prefer swift access to allow for more efficient unannounced visits. There is now an agreed entrance procedure between custody staff and ICVs:

*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.*

This process has been agreed by the City of London Police and the ICV Scheme Manager. The ICV Guidelines (which were approved by the Police Committee in January) and the Standard Operating Procedure the Police use have been edited in accordance with the agreed procedure. This has helped in reducing delays with consistently short times when waiting for access to the custody suite.



**b. Healthcare Provision in the Custody Suite** – the Panel continued to take a great interest in the way healthcare was provided. Visitors are satisfied with the current health care provision provided to the detainees. The Panel will continue to monitor the provision of the new healthcare contract for custody which has now been signed from April 2017.

**c. Repairs & Maintenance** - The Panel raised a number of concerns about the time taken to institute repairs to the cells. This has been a persistent concern for the last few years. The Force has always responded rapidly to the concerns raised by our visitors; however the current Mitie contract has meant that these concerns have not always been addressed immediately.

A new contract for repairs and maintenance is due to start within the next few months. The ICV Scheme Manager will continue to feed any issues with maintenance into the City Surveyor's Department to ensure more rapid repairs take place.

**d. Custody visit throughputs** – The Panel has been successful in having a spread of visits across the week which is more appropriate to the usage levels in the custody suites at particular times. There is further work to encourage later visits and visits on the busier days (Thursday and Friday).

The Panel has several volunteers for the next quarter to undertake visits during the Midnight to 6am period to ensure 24 hour coverage. There were unfortunately no visits undertaken during this slot in 2016-17. The Panel aims to undertake at least four visits annually during the Midnight to 6am period in 2017-18.

## **Legal Implications**

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

## **Conclusion**

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

## **Appendices**

- Appendix 1 – ICV Annual Report 2017

## **Background Papers**

ICV Guidelines – January 2017 Police Committee

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City of London

# Independent Custody Visiting Scheme

**Annual Report**

May 2017

## Foreword

The City of London Independent Custody Visiting scheme has had a very successful year with several changes to the personnel of the panel. After the recruitment campaign last year, appointing eight new ICV members to our scheme; these members have now undertaken training and shadowed our more experienced visitors. They have provided a fresh and innovative approach both in terms of their contribution in Panel meetings and during their visits to the custody suite.

The City Police Force main custody suite is located at Bishopsgate Police Station. The second custody suite at Snow Hill Police Station is now only used, as an alternative resource or as an overflow facility. Therefore our visits are limited - to when there is a necessity or interest from newer visitors.

The relationship with the custody staff has gone from strength to strength this year with comments from all visitors on the friendliness of the staff when conducting their visits. There have been occasional instances of ICVs being made to wait at reception for long periods, but these have been well explained by the Police at recent panel meetings.

Some members are still undergoing re-vetting and whilst the vetting processes were very efficient – the service provided by the Force's shared service has been very slow. There remains a lack of clarity about the use of cards to access Bishopsgate custody suite and the details on the passes.

The ICV national standards have been adopted by the Force – which has helped clarify the Force's and our roles and responsibilities. This has also coincided with the refreshed ICV Guidelines that were approved by Police Committee in January 2017. These were in need of modernisation due to some legislative changes internally and externally. I also continue to be an established part of the Force's induction training for new custody staff– which has helped strengthen the Force's understanding of the crucial role we play.

This year, we achieved over 95% of the scheduled visits to the Bishopsgate custody suite and have continued to ensure that our visits correspond with the peak periods. The ICV Panel has been monitoring the times of all visits made alongside the level of usage within the Custody Suites. We effectively spread our visits over the whole week (7 days a week). We also now have several volunteers for the next quarter to visit between midnight and 6am.

We have been kept up to date about the police accommodation review and the proposed plans for a new custody facility. However, I have not been invited to recent Custody User Group meetings; I still hope to be active in ensuring that the visitors' views are heard and that we help shape the new custody facilities at Wood Street - so that they are fit for purpose to meet modern expectations.

I give my thanks to my fellow custody volunteers for their hard work this year, and especially to our new visitors who have fitted in seamlessly. I would also like to thank the City of London police officers for enabling us to successfully carry out our responsibilities in 2016-2017.

Finally, I would particularly like to thank some of our visitors who have left this year: Max Jack, who was our first Chairman of the Panel and supported the formation of the scheme and Pierre Dagonnot who panel members will remember for his Gallic charm.

I would also like to welcome Craig Spencer as our new scheme manager and to thank Alex Orme for his immense contribution to the scheme in the three years he had as manager.

**Peter Tihanyi**  
**Chairman**  
**ICV Panel**

Welcome to the 2016-17 annual report of the City of London Independent Custody Visiting Scheme.

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

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

of securing police accountability for the local communities they serve.

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

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

**Deputy Doug Barrow**  
Chairman  
Police Committee

**Nicholas Bensted-Smith**  
ICV Panel Member  
Police Committee

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

The purpose of this report is to give an account of the work of the City of London ICV Scheme in the period 1 April 2016 to 31 March 2017. It aims to:

- report on the Panel's performance;
- provide the local community and the Police Committee with information about the visits made and what they have revealed about the treatment of detainees;
- set out issues and concerns that the visits have raised; and,
- set out the objectives for 2016/17.

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

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

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

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

The City of London ICV Panel currently consists of 12 (this is the maximum number required)

visitors who visit the custody suites at Bishopsgate Police station three times every three weeks. Programmed visits to Snow Hill custody suite (an overflow facility for Bishopsgate) were stopped in late 2013. A member of the Police Committee attends the quarterly Panel meetings and representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by staff from the Town Clerk's department (ICV Scheme Manager and Coordinator).

## **THE ROLE OF INDEPENDENT CUSTODY VISITORS**

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

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

After every visit, custody visitors fill out a report form recording details of the visit. The information about the visit in the form includes details of problems that were resolved immediately and those that required further

action. Copies of the reports are provided for the Commander of Operations, the appropriate Chief Superintendent, and the Scheme Administrator on behalf of the Police Committee. The ICV Panel will follow up and discuss at the next review meeting any concerns that cannot be resolved during visits. If necessary, more serious issues can be highlighted directly to the Police Committee.

## PANEL MEETINGS

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

**Custody visit throughputs** – The Panel has been successful in having a spread of visits across the week which is more appropriate to the usage levels in the custody suites at particular times. They have monitored the times of all visits made alongside the level of usage of the Custody Suites. The analysis shows that the timing of visits reflects the level of Custody Usage.

The Panel has several volunteers for the next quarter to undertake visits during the Midnight to 6am slot to ensure 24 hour coverage. There were unfortunately no visits undertaken during this slot in 2016-17. The Panel aims to undertake at least four visits annually - during the Midnight to 6 am slot in 2017-18.

The Panel now undertakes three visits every fortnight which is an increase to the weekly visits. This has not resulted in a decrease in the percentage of visits overall. The panel also met the target of undertaking 95% of their visits which was included in the previous report.

**Access Rights to the Custody Suite** - entrance to the Suite has been a long standing issue for the ICV Visitors, who would prefer swift access to allow for more efficient unannounced visits. There is now an agreed entrance procedure between custody staff and ICVs:

*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.*

All ICV's have now been vetted and have received new passes. There still needs to be a consistent format for these cards and their access. The Force need to ensure that ICV cards are not time barred and will not be declared inactive if not used within a month.

The Standing Operating Procedure produced for the Police on ICVs also now reflects the updated ICV Guidelines that were approved by Police Committee earlier this year.

**Self-Introduction to Detainees** – The Panel considered a paper encouraging the policy of self-introduction when interviewing detainees. This has been seen to increase the rate of acceptance when interviewing detainees. The Panel agreed to introduce this as standard policy for members, unless any panel member did not feel comfortable doing this. This has also been communicated to the officers and is reflected in their SOP.

**Healthcare Provision in the Custody Suite** – the Panel continued to take a great interest in the way healthcare was provided. Visitors are satisfied with the current health care provision provided to the detainees. The Panel will

continue to monitor the provision of healthcare. A new contract for custody healthcare has now been signed from April 2017. This will be reported fully to Committee in May 2017. There is an agreed negotiation that healthcare providers will now be on site 24/7 rather than on call at certain times of day.

Additionally, the previous contract was also amended to reflect the long waiting times for approved mental health professionals. The contract included specific sanctions for the contractor for poor response times for mental health patients, something that was not previously included.

**Annual Update on Custody** – the first annual update to Police Committee was received in September and included the current procedures and statistics for young persons and children as well as those with mental health problems in custody. The panel were able to give their opinion on the style and structure of the paper to ensure that Police Committee received the correct information. This report will now come to the panel and Police Committee annually to assess trends of those that enter custody.

The format was also approved by Police Committee and this give the basis for future reports. The report confirmed the current procedures in the Bishopsgate custody suite for young persons and those experiencing mental health crises. The report was also able to clarify any recent policy developments, including the recent introduction of the Children's and Mental Health Crisis Care Concordat.

It will also provide information on the destinations and referrals pathways for detainees. This is important that ongoing support is given to children and young persons and those with mental health difficulties. This also provides information of the length of time young people are in custody as well as how

long some medical support has taken to get to detainees.

**Protocol on Youth Custody** – As part of the report, the Scheme Manager also recommended the creation of a protocol for young people in custody. Working in partnership with the Community and Children's Services Department, the purpose of this protocol is to reduce the time that children spend in police custody, by making pathways clear to suitable alternative accommodation where needed.

Reducing the time that children are in police custody requires clear communication and referral pathways and this protocol will provide guidance for all officers.

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

- 1) **Repairs & Maintenance – Time lag** - The Panel raised a number of concerns about the time taken to institute repairs to the cells. This has been a persistent concern for the last few years. The Force has always responded rapidly to the concerns raised by our visitors – quickly rectifying problems.

**Outcome** – The ICV Scheme Manager met with the City Surveyor department to go through the issues with different custody cells. Regular issues will be shared with the department in future to ensure the problems within cells do not keep them out of action for too long.

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



**Outcome** – The Chairman of the ICV Panel is a member of the Custody User Group. The Chairman will ensure that the visitors' views are heard and that they will help

shape the new custody facilities at Wood Street - so that they are fit for purpose for the 21<sup>st</sup> century. The Chairman is awaiting future dates for this meeting to be sent.

## Visit Statistics

During 2017/18 a total of 64 visits were undertaken. The following tables look at the nature of these visits in greater detail.

### NO OF VISITS

Station	Target No of Visits	Achieved	% of Target
Bishopsgate	64	64	100

### DAYS OF VISITS

	No of Visits	%
Monday	7	11
Tuesday	12	19
Wednesday	9	14
Thursday	14	22
Friday	9	14
Saturday	7	11
Sunday	6	9
<b>Total</b>	<b>64</b>	<b>100</b>

### TIME OF VISITS

00.01 – 06.00	0
06.00 - 12.00	42
12.01 – 18.00	16
18.01 – 00.00	5

\*1 visit did not have the time recorded.

### DAYS OF VISITS / TIMES – COMBINED

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
00.01 – 06.00							
06.00 -12.00	4	8	5	6	8	6	5
12.01 – 18.00	2	3	4	7			
18.01 – 00.00	1	1		1	1		1

\*1 visit did not have the time recorded.

**NO OF DETAINEES VISITED**

	Total number of detainees in Custody at time of visit	No of detainees offered visit	No. of detainees accepted visit
Bishopsgate Q1	27	18	15
Bishopsgate Q2	21	14	11
Bishopsgate Q3	58	38	36
Bishopsgate Q4	58	38	33
<b>Total</b>	<b>164</b>	<b>108</b>	<b>85</b>

**ISSUES AND CONCERNS ARISING FROM VISITS**

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

	Bishopsgate
<b>No of Total Visits</b>	<b>64</b>
Report Form with no matters requiring a police response	49
Infrastructure / furnishings / fittings/out of service	46
Comments individual officers - Positive	20
Comments individual officers – negative	1
Cleaning, tidiness and general hygiene - positive	10
Cleaning, tidiness and general hygiene - negative	4
Information Technology	5
Temperature and availability of blankets	4
FME Service and FME room	2
Procedures not followed	1
Rights and entitlements seemingly delayed	1
Personal hygiene requests– (showers, washing etc)	1
Requests for phonecalls	1
Perceived risk to detainees	0
Periodic checks (15, 30 minutes) not maintained	0
Requests for food and drink	0
Requests for literature	0
Other	0

**2017/18**

The City of London ICV Panel wants to ensure that it meets its objectives in scrutinising the custody arrangements in the City of London. It has set itself the following targets for 2017/18:

- to continue to promote and raise awareness of the work of the ICV Panel;
- to undertake at least four visits per year between the hours of midnight and 6 am.

- to maintain the consistently high level of visits
- include a visit to the overflow facility at Snow Hill.

**Conclusion**

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

<b>Committee(s):</b> Police Committee	<b>Date:</b> 18 <sup>th</sup> May 2017
<b>Subject:</b> Quarterly Community Engagement Activity Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 19-17	<b>For Information</b>
<b>Report author:</b> Superintendent Helen Isaac, Supt Communities and Partnerships	

## Summary

This report provides an update on engagement activities across four main areas: (1) Counter Terrorism (CT) and communications; (2) Safeguarding the Vulnerable; (3) Anti-Social Behaviour (ASB); (4) Policing the Roads.

**Counter-terrorism and Communications:** The Force has completed the pilot phase of REAct<sup>1</sup> to Servator training for 70 security professionals from a number of key premises in the City. A new business forum leads meeting took place to provide another route of engagement into large business and SMEs<sup>2</sup> across all the City business forums. Extensive engagement and community reassurance took place following the Westminster terrorist attack in March, with no increased community tensions reported in the City.

**Safeguarding and Vulnerability:** To raise awareness of Child Sexual Exploitation (CSE) for staff working in hotels, licensed premises and in the taxi industry, Operation Makesafe is being rolled out across City and Metropolitan Police Service (MPS) areas. An initial trial of mental health street triage is underway between the force and the East London Foundation Trust's home treatment team and a fully funded six month pilot has now been agreed by the Trust.

**ASB:** We have continued to work with the City of London Corporation to achieve results in enforcement activities around begging and vagrancy and ASB around licensed premises. A new licensing operators forum commenced in February to improve communication between larger venues and the force. We have worked with the University College London (UCL) Jill Dando Institute to analyse the issue of begging and agree a response.

**Policing the Roads:** The Transport and Highways Operations Group (THOG) continue to carry out cycle marking, 'Exchanging Places' events and operations to check compliance of hackney carriages, private hire vehicles and heavy good vehicles. These initiatives have yielded some excellent results.

## **Recommendation**

It is recommended that Members note the Report.

<sup>1</sup> REAct - Recognise, React, Engage training in disruptive effects for security personnel

<sup>2</sup> SME- Small and medium enterprises

# **Main Report**

## **1. Counter-terrorism and Communications**

- 1.1 The Force has completed the pilot phase of REAct to Servator training for 70 security professionals from a number of key premises in the City. The first phase of evaluation on the operational effectiveness of the training will be completed in late April. There is increasing interest and demand for this training from both City businesses and other UK forces and although still within the research and development phase, a plan is being developed with National Counter Terrorism Policing Headquarters (NCTPHQ) and Centre for the Protection of National Infrastructure (CPNI) to propose how this could be delivered on a wider, national scale. Feedback from the training sessions has been very positive and staff from Corporation of London sites such as The Old Bailey, Barbican Centre, Guildhall and Mansion House have also recently received the input.
- 1.2 A community engagement study took place in Paternoster Square, using a market research company to assess the nature and value of engagement taking place, focused particularly around the CT risk and knowledge of Project Servator. Engagement through researchers took place with eighteen premises around the Paternoster area, a mixture of large companies and smaller businesses such as cafes, shops, bars and hotels. Reactions to Project Servator were positive and supportive, but those surveyed requested more information on suspicious behaviour and reporting any suspicions to police. The larger businesses were more aware of the risks from terrorism than the retailers due to security being an important part of their role and they agreed that more information on the nature and severity of the risk from the police would help to ensure their tenants were better informed and take security issues seriously. As a result contact has been made with the Paternoster business forum to address this feedback through Communities and Partnerships and the Counter Terrorism Security Advisors (CTSAs).
- 1.3 A new Protective Security Office (PSO) London Region Protect newsletter is being compiled to demonstrate the joined up working and messaging around CT between the Metropolitan Police, City of London Police and British Transport Police. The bulletin will be distributed monthly through the existing Cross-Sector Safety & Security Communications (CSSC) network and will complement the existing CT engagement with City businesses that CoLP already does.
- 1.4 The Counter Terrorism Security Advisors (CTSA) office was invited to take part in a table top exercise at St Helen's on 24<sup>th</sup> March at the premises of United Services Automobile Association (USAA). The exercise involved their London and international offices and provided us with an opportunity to update on the current threat and improve their awareness of the police approach and response in London. As a result the premises have an improved knowledge and are now linked into the wider St Helen's business forum.
- 1.5 Several postal awareness sessions have been held with post room staff from key sites at the Bank of England, One New Change and premises in Fenchurch Street. These are run by the CTSAs and use dummy devices to help to increase staff vigilance and awareness around the risks of devices or other harmful materials being sent by post to premises.

- 1.6 An inaugural business forum leads meeting was held on 24th March, chaired by the Detective Superintendent Head of Special Branch and Counter Terrorism. This was attended by ten forum leads and representatives from Contingency Planning, Communities and Partnerships and the CTSA office. The meeting agreed a terms of reference and future standing agenda and officers took the opportunity to provide information on the Westminster terrorist attack for the leads to feed back to their business area forums.
- 1.7 Personal contact was made by the CTSA office with a number of key Critical National Infrastructure (CNI) sites following the Westminster attack to provide bespoke information and reassurance regarding the increased police presence in areas of the City in the following days. This was in addition to the considerable community reassurance patrols and communications that took place following the incident, where staff from across the force were involved in enhanced deployments. A comprehensive Community Impact Assessment was undertaken as a result of the incident which was used to inform the policing plan and monitor any potential tensions arising. The general feedback on the force's response and the increased officer presence was very positive and no increased community tensions were reported.
- 1.8 A Project Griffin<sup>3</sup> test call out was carried out at the end of March to assess effectiveness of the procedure and gain an idea of the number of guards that would be available for immediate deployment should this be necessary. There was a positive response which will assist in our future planning and some changes will be made to the procedures as a result of the testing.
- 1.9 On 11<sup>th</sup> July 2017 an evening engagement event will take place with Barbican residents to provide an update on the latest public CT advice and information on the threat. This has been arranged through their Residents' Association and will also include an update on fraud prevention advice and seek their views on our engagement with residents and their issues. It is our intention to replicate this event in our other residential areas so that content and discussion is bespoke and local to each area.
- 1.10 Both the Counter Terrorism Local Profile (CTLP) and Prevent Strategy are in the process of being updated. To assist in this a series of consultation meetings were held with different sectors of the City community. These included educational establishments (nursery through to higher/further institutions), businesses and Corporation Prevent leads. This provided an opportunity to establish any threat and risks they perceived in their areas of expertise which would impact on the content of the documents.
- 1.11 Following the attack at Westminster the Prevent Team engaged with the City Sikh Network, City Hindus Network, Squaremile Muslims, Halls 4 Jummah and all the Universities based in the City of London to provide reassurance and identify any possible community tensions. Community officers were deployed to a Community event on the Mansell Street Estate on Saturday 25<sup>th</sup> March for the same purpose. No increased tensions in the community were identified.

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<sup>3</sup> Project Griffin- this utilises Security personnel based in City Businesses to support and assist with Counter Terrorism initiatives and recognise hostile reconnaissance/ behaviours.

- 1.12 A meeting was undertaken with the Bank of England concerning their responsibilities around Prevent as they run apprenticeships and offer internships to young people during the summer. At the meeting it was agreed that the Prevent Team would provide Prevent training and advice to Bank staff. The first Prevent awareness package was delivered during this period and was well received.
- 1.13 Prevent training continues to be provided in support of the Corporation of London and during this period we have delivered this package to 60 Threadneedle St, the Paternoster Business Forum, Sir John Cass School and Smithfield Barber School.

## **2. Safeguarding and Vulnerability**

- 2.1 To mark Female Genital Mutilation (FGM) awareness week in February, sessions were held by the PPU, Vulnerable Victims Coordinator and Community Policing at various locations across the City, supported by a communications campaign. In particular these were very well received at St Bartholomew's Hospital and One New Change where both members of the public and the business community attended. St Bartholomew's have since asked for an additional session.
- 2.2 As of 4<sup>th</sup> February 2017, staff from East London Foundation Trust's Home Treatment Team have been shadowing City of London Police officers to see how a street triage mental health response might work should the Trust decide to fund this permanently in the future. The shifts are on an intermittent basis to begin with, mainly on a Saturday, from 1800hrs until 0300hrs, with joint police and health worker patrols supervised by the Duty Inspector.
- 2.3 These staff are able to provide assessment and treatment to people who are experiencing a mental health emergency of a nature or severity that would otherwise require admission to inpatient services. The team provide prompt, intensive support to people at the time they most need help, aiming to avoid further deterioration and alleviate distress as quickly as possible.
- 2.4 The initial feedback on this from both sides has been excellent, with officers welcoming the direct contact with a health professional and their access to patient records on the street. One Inspector reported, "We had a male detained outside Bishopsgate under Section 136, Katy (the triage representative) was able to assist with speaking direct to the Homerton senior nurse which facilitated our movement of the male to them, she was also able to assist with checking systems their end around any previous dealings / history."
- 2.5 Due to the immediate success of this initiative, the Trust has secured funding for a six month pilot to enable shifts to take place over four shifts per week, assessed as peak times for mental health calls for service. A number of objectives for the pilot have been agreed and interim shifts will continue until the pilot commences, expected as soon as the NHS internal recruitment process is complete (expected to be end of April 2017).
- 2.6 Operation Makesafe is being rolled out across the City and Metropolitan Police areas to identify potential victims of Child Sexual Exploitation (CSE) and where necessary to deploy police officers to intervene before harm occurs. The



operation originated in South Yorkshire and involves the force working with hotel staff, taxi drivers and licensed premises to identify potential victims. Staff will be provided with briefings to raise awareness of the issues, including what signs to look for and what information to give when they call the police. CSE includes not just serious sexual offences against children but also assault, child abduction and trafficking.

- 2.7 Following a report that a massage bar may be operating outside of its license and using vulnerable workers, a problem solving approach was adopted and information and intelligence gathering commenced by the Communities and Partnership Team to help inform any further action. No information could be found to support this allegation, so officers conducted an overt licensing visit to the premises along with the London Fire Brigade and licensing officers. A full inspection of the premises took place and staff and the manager were spoken to as part of this. There was no evidence to show the premises is being used for anything other than professional massage services as advertised or that staff are there under duress or are victims of human trafficking or modern slavery. A full closing report has been made and those reporting a concern have been informed of the result. Contact is currently on-going with the MPS via the Force Intelligence Bureau regarding community suspicions about other similar premises in the local area which are within their jurisdiction.
- 2.8 As agreed at the CoLP Vulnerability Steering Group (VSG) and CoL Health and Wellbeing Board (HWB), a new joint strategy and action plan for suicide prevention has now been drafted and this was presented at the VSG in April prior to final sign off by the HWB. A new force Standard Operating Procedure for responding to reports of suicide or attempted suicide has been completed in conjunction with partners including the Coastguard and Tower Bridge Security to ensure we have an agreed and joined up approach.
- 2.9 The Communities and Partnerships team continue to monitor and build up intelligence on brothels, both from reports we get from the public and from our own pro-active operations. Where human trafficking and modern slavery are suspected, intelligence packages have been passed over to the Major Incident Team to instigate an operation. The Communities and Partnerships team carries out regular visits to any suspected brothels with the charity Tamar, who work specifically to reach and support workers in the sex industry. We are also working with landlords of premises to try and prevent this activity continuing. Numbers of suspected brothels are still low in the City but this will be a continued area of focus for the team due to community concerns, the vulnerability of the workers involved and our need to fully understand the extent of the issue.
- 2.10 The Force has a new Integrated Offender Management (IOM) model in place. This brings a cross-agency response to the crime and reoffending threats faced by local communities through managing the most persistent and problematic offenders identified jointly by partner agencies working together. IOM recognises that a significant amount of crime is committed by the same small cohort of offenders; targeting such people will therefore deliver a greater reduction in crime than focusing resources across all offending groups. IOM is not only an established element of Home Office policy, it is now promoted by the College of Policing (CoP) as Authorised Professional Practice (APP).

## **Prevention of Fraud**

- 2.11 Britain Thinks - as part of a campaign to engage young people in the risks of online fraud, CIFAS- fraud prevention service, commissioned CoLP to undertake research with younger people (aged 16-18) to understand how they use the internet and the ways that they might put themselves at risk, as well as their attitudes towards the risks and consequences of being a victim of fraud. This insight went on to inform a national campaign to raise awareness and change behaviour.
- 2.12 An event took place with Santander through National Lead Force and Community Policing on 16<sup>th</sup> March 2017, combined with the 'Take Five Day' which had one simple aim: asking people to take the time to talk to five loved ones about the easy steps they can take to protect themselves from frauds and scams. People had the opportunity to visit their local branch to participate in Take Five Day sessions and we highlighted the day's activities through media and our social media channels. The Santander branch manager at Monument was impressed with the force's contribution and as a result received favourable feedback from Santander customers in terms of the protect advice given.
- 2.13 Engagement continues through Operation Arches (Joint Fraud Taskforce) with the investment banking community, with the view to improve intelligence flow, particularly around Swift (the bank transfer network), Business Email Compromise (BEC) and insider frauds. The group continues to expand with further members continuing to join up. As a direct result, reporting has increased significantly with a particular member gained "business reporting tool" and reporting high value BEC fraud online to Action Fraud. Not only were the reports disseminated to law enforcement but the intelligence has been used to identify mulling networks (apparently legitimate bank accounts used to receive funds of victims of fraud to either cash out the funds, or transfer on to further accounts).

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

- 3.1 As reported previously in the January 2017 Community Engagement report to your Committee, following an audit in September by the Force Crime Registrar, the number of incidents classed as ASB has risen considerably. This has been 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. To ensure we fully understand the type and extent of ASB incidents being reported, data has been requested for consideration at the next meeting of the Force's Performance Management Group. A breakdown and analysis of ASB was also provided to your Performance and Resource Management Sub Committee in February 2017.
- 3.2 A new forum with Operations Managers from the larger late night licensed premises commenced in February with the intention of improving the flow of information between premises and the police and to obtain and implement ideas

on the use of the Late Night Levy funding. This forum was chaired by the lead Detective Superintendent for Violent Crime and plans to meet quarterly. Outcomes included a new lost property reporting process being set up for licensees in response to feedback obtained and ideas on funding of staff training and awareness sessions and trauma packs funded by the Levy being taken away to progress by the Licensing Team. The Levy continues to help fund additional shifts by the team to carry out checks and identify and resolve issues, which forms a fundamental part of our on-going engagement with licensees.

- 3.3 The Licensing Team, working together with the City of London Corporation (CoL), took a large premises to a review hearing in January due to the number of crime and ASB issues attributed to the venue. Due to the evidence presented the hearing resulted in changes to the license being agreed and the premises is now working closely with the team to implement noticeable improvements under new management.

### **Begging and Vagrancy**

- 3.4 Operation Acton is a joint initiative with the City of London Corporation (CoL) and St Mungo's Broadway homeless charity, designed to address homelessness and rough sleeping. Shifts with St Mungo's take place on a monthly basis, where entrenched rough sleepers are targeted who refuse to engage with services. These individuals are arrested under the Vagrancy Act if they refuse accommodation and there has been 1 arrest during the last four shifts.
- 3.5 At the Rough Sleeper Strategic Group in March, results were provided from a public-facing campaign which ran from December 2016 through to January 2017 to raise awareness of who and how to contact someone to report rough sleeping in the City. The campaign involved the Streetlink contact information being given out on posters, leaflets and wallet cards, plus details of the Streetlink app to allow quick reporting either by a concerned member of the public or by someone sleeping rough who needs help. Materials were displayed in both north and west wings of the Guildhall and digitally on display screens. The team trialled Xads, a new form of geo-targeted marketing where related campaign marketing pops up on a person's smartphone when in the location of the physical posters. During this two week campaign period, 198,128 of these digital banner adverts were sent out to members of the public. This collective activity converted into 1238 website clicks and 103 calls to Streetlink compared to 19 in the same timeframe of the previous year (December 2015-January 2016).
- 3.6 Operation Alabama, (the issuing of Community Protection Notices) continues, with officers targeting individuals who refuse to move on from areas where they are committing acts of begging and anti social behaviour. 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, using 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. 17 community protection written warnings have been given since January to date and 3 CPNs have been given out.

- 3.7 Night duty operations continue with the UK Border Agency (UKBA) on a monthly basis and since January we have arrested 3 individuals and given out 5 notice to remove letters to people who are not exercising their EU treaty rights in the UK (which they should do after an initial period of 90 days).
- 3.8 Shifts with the Westminster Drug Project (WDP) continue, with two shifts per month taking place, where we accompany WDP to assess people and give welfare advice to known addicts within our area; this is proving successful with several individuals accepting help from WDP in the last few months.
- 3.9 At the Police Committee meeting in January a concern was raised by a Member about rough sleeping in and around the Bolt Court area off Fleet Street and an update on this issue requested for inclusion in this report. A list of referrals for the location and surrounding areas was requested from St Mungo's Broadway and they reported that in the surrounding passageways they had received 11 referrals between 21<sup>st</sup> October 2016 and 28<sup>th</sup> March 2017 and in five cases the reports had resulted in their staff locating and engaging with the rough sleepers. Following the most recent instance on 28<sup>th</sup> March the dedicated ASB PCSOs paid a visit to the area and a Community Protection Notice was issued for loitering in a public place to the detriment of others and also for littering. The Head of Homelessness for the CoL reports that one of the people who had been identified in this area was subsequently sectioned, returning to his place of origin elsewhere in the UK and another two people were offered a reconnection to services in Surrey from where they had originated. Outreach services continue to pay attention to this area on their regular patrols as do our PCSOs.
- 3.10 Officers from Communities and Partnerships, Force Intelligence Bureau (FIB) and Learning and Development attended a two phase problem solving course with the UCL Jill Dando Institute of Crime Science in January and March 2017. This provided a detailed and practical application of the SARA<sup>4</sup> problem solving approach, taking three issues we experience in the City and using the method to try and resolve them, with the support of UCL. One of the areas chosen was begging, as it continues to be a concern for the community and a PCSO took the initiative to build up a problem profile for this issue to present at phase two of the course and allow students to consider options. He also tested a number of hypotheses relating to begging and carried out research to support or disapprove these, building a clearer picture of the problem and the profile of City beggars. This allowed a response to be agreed in discussion with the UCL, concentrating on the targeted use of CPNs and the capturing and monitoring of specific data to help inform future operations. UCL will be returning in June 2017 for a follow up visit to help us evaluate the impact of this approach with the officers involved.

#### **4. Policing the Roads**

- 4.1 Cycle marking continues to be a good way of both engaging with cyclists whilst also helping to protect their bikes from theft. Over the period of January to March 2017 officers have security marked 123 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.

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<sup>4</sup> SARA- Scan, Analyse, Respond And evaluate

- 4.2 'Exchanging Places' events in this period provided 44 people with an opportunity to see road danger from another road user's perspective. 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 Transport and Highways Operations Group (THOG) continues to undertake criminal enforcement relating to road use, and has run specific operations targeting, excess speed, seatbelts, obscured vision and mobile phone use. Between January and March 2017, there were 32 fixed penalty notices (FPN) or Traffic Offence Reports (TOR) issued for careless driving, with a further 98 for excess speed, 115 for seatbelt offences and 111 for use of a mobile phone whilst driving. There were 71 pedal cyclists issued with FPNs as part of Operation Atrium and offered the opportunity to attend an Exchanging Places event.
- 4.4 We have worked alongside Transport for London's (TfL's) Public Carriage Office compliance staff, undertaking compliance checks on hackney carriage and private hire vehicles. Between January and March 2017 we stop checked 1861 taxis and private hire vehicles and completed 18 partnership operations. A total of 176 Hackney Carriages and 361 private hire vehicles were found to be non-compliant, demonstrating the value of this work.
- 4.5 Working in partnership with Driver and Vehicle Standards Agency (DVSA) and MPS, the CoLP Commercial Vehicle Unit has undertaken 56 operations, checking 262 large goods vehicles and identifying 397 offences committed.

## **Conclusion**

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

## **Contact**

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<b>Committee(s):</b>	<b>Date:</b>
Police Committee	18 <sup>th</sup> May 2017
<b>Subject:</b> Review of Community Engagement	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 20-17	<b>For Information</b>
<b>Report authors:</b> Superintendent Helen Isaac (Head of Communities and Partnerships) & Teresa La Thangue (Director of Corporate Communications)	

## Summary

A review of community engagement has been carried out across the Force, considering the ways we engage with different audiences and any gaps and improvements we can make. Feeding into this and in line with our Force Communications Strategy, a comprehensive 'Digital Futures' review has been undertaken, considering our current use of social media and ways to expand our reach into different audiences using both current and new platforms. Governance to support our progress against the national Digital Policing Programme will commence in Force this summer, with improving digital contact and engagement with the public, one of three key strands of this work.

A full review of the Everbridge community messaging platform has been undertaken by the Safer Communities Team with a list of priority actions now in progress, including a survey of current users undertaken to assess their requirements. The results of this survey are summarised within this report. Options to improve our reach and returns from community surveys are currently being considered to reduce the impact of 'survey fatigue' that has made obtaining the views of our community challenging in recent months.

This review acknowledges the importance of face to face engagement to many in our communities and found there is considerable activity taking place across the spectrum of service providers, both in the Force and the City of London Corporation (CoL). As a result of this review a new Community Engagement Working Group has been set up, with representatives from the Force and the CoL, to reduce duplication of effort and ensure our engagement is consistent and joined up and meets the needs of those we serve.

## Recommendation

It is recommended that Members note this report and its contents.

## Main Report

## **1 Background and approach**

- 1.1 In 2016 the Police Committee asked for a review of the Force's engagement to be carried out. Working with the Safer Communities Project team under the One Safe City Programme the following objectives were set and a review commenced, starting with an innovations workshop with software, data and media company Bloomberg who are shortly to move into new premises in the City. As key contacts who receive our messages and who are engaged by various levels of the Force prior to their move, they were keen to provide feedback and give us the benefit of their experience and ideas.
- 1.2 Objectives of the review were set as:
  - To understand current community engagement activity and mediums across the Force
  - To find and address gaps in our current engagement activity, considering our many and varied audiences
  - To implement processes and governance around our engagement to improve consistency and inter-department working and drive innovation and improvement
  - To make best use of digital technology and innovations for engagement in line with the national digital policing vision and the Force communications strategy
- 1.3 The review considered feedback and areas of improvement from recent Her Majesty's Inspectorate of Constabulary (HMIC) inspections around our engagement activities. It also considered the national policing context and the direction being set for Forces to work towards. The national Digital Policing Programme is relevant to this review; this includes three strands of work, one of which aims to improve digital contact and engagement with the public.
- 1.4 The Force recently signed off its Communications Strategy which was presented in draft format to your November 2016 Committee and after feedback received, was re-circulated to Members in February 2017 via the Town Clerk's Office. This review has been aligned with priorities contained within the Strategy.
- 1.5 This report has been written jointly between Superintendent Helen Isaac, Head of Communities and Partnerships and Teresa La Thangue, Director of the Force's Corporate Communications Department, with input from key members of staff involved in community engagement from across the Force and the City of London Corporation (CoL), including the Safer Communities Project under the One Safe City Programme.

## **2. Current position and identified gaps**

### **2.1 Current community engagement**

- 2.1.1 During the course of the review, interviews were held with a number of key staff around the Force and CoL to understand how we currently engage. In line with the Force's Communications Strategy principle to explore and exploit



the best engagement tools and emerging technologies, a comprehensive 'Digital Futures' review of our current digital engagement has been carried out by the Force's Digital Communications Manager and feeds into this report.

- 2.1.2 This review has found that the value of all types of engagement is clearly understood in both organisations and there is already work taking place across departments to improve collaborative communications and make improvements.
- 2.1.3 In the Force there are four areas in particular where engagement with the community is a key daily part of business; Corporate Communications, Communities and Partnerships, the Counter Terrorist Security Advisor's (CTSAs) office and in the Economic Crime Directorate (ECD).

## **2.2 Social Media**

- 2.2.1 Social media is a two-way channel and lends itself to engaging with followers and building community relations on our digital platforms. The social media landscape has significantly shifted, with new channels and ways of using these channels changing a user's behaviour. Social media is recognised within the Force as a primary means of communication. The speed, ease and cost-effectiveness have demonstrated that important messages can be communicated to large audiences. Enthusiasm for using the platforms has steadily increased from frontline officers to senior commanders and staff.
- 2.2.2 We use a number of Twitter accounts to provide real-time updates in quick, concise messages and media. Facebook remains the most dominant social media platform in terms of active users, and we have pages for City of London Police (CoLP) and Action Fraud respectively. We also use YouTube to promote video campaigns and utilise CCTV to drive appeals and/or advice messages.
- 2.2.3 Paid advertising for social media enables us to serve posts to engage with particular users. For a platform such as Facebook, which has a raft of demographic data about each user, it means we can target our messages to very specific groups. More importantly, it enables us to communicate with users who do not follow us on social media and therefore aren't exposed to our regular posts. As an example of the value of doing this, in an October 2016 ECD campaign on 'boiler room' fraud awareness, a video promoting the campaign was run through paid advertising on Facebook and resulted in a 25% engagement rate. The usual engagement rate for an organic (non-paid) post is around 2% on Twitter and 5% on Facebook.

The table below details the recognised social media canon of City of London Police.

**Table 1: City of London Police social media canon**

	Purpose and audience	Frontline	ECD	Face
Twitter	Timely, concise updates for universal audience. Alerts function in event of crisis.	@CityPolice @CityCycleCop @CityHorses @CityDogs @CityPoliceLGBT	@CityPoliceFraud @ActionFraudUK @CityPolicePIPCU @CityPoliceIFED	@CityPoliceBD (Bill Duffy) @CityPoliceGM (Glenn Maleary) @CityPoliceDCS (Dave Clark)
Facebook	Feature posts of news and updates with	City of London Police central channel.	Action Fraud central channel.	None.
YouTube	Video-sharing for universal audience. Can embed into Facebook, Twitter, email etc.	City of London Police central channel.	Action Fraud central channel.	None, but officers may appear presenting to camera in City channel.
LinkedIn	Corporate news for a professional and stakeholder audience.	City of London Police central channel.	NLFF/Action Fraud updates go via City of London Police page. Separate Academy page for practitioners.	None.

## 2.3 Twitter

- 2.3.1 Today, Twitter is considered a vital means of corporate communication. Police Twitter accounts across the country are seen as the official voice of a Force, and are relied upon as the single point of truth and information. They are the social media equivalent of the information in a press release or on the Force's official website.
- 2.3.2 @CityPolice is the recognised account that represents the Force on Twitter. It is also the most-followed with more than 75,000 followers. It is run by Corporate Communications with input from 18 trained officers. Beyond the main account, we have a devolved presence of four departmental accounts and one 'face' account for Square Mile policing. There are also four departmental accounts and three 'face' accounts for ECD.
- 2.3.3 'Face' accounts are run by individual senior officers, such as T/Commander Dave Clark; they offer thought leadership and add a human touch to compliment the departmental and main accounts. Departmental accounts are run by a selection of officers or staff within each department to give a perspective of the day-to-day activity, with input from Corporate Communications as necessary.
- 2.3.4 Twitter is a fast-moving social media platform that relies on regular updates. A large pool of tweeters guarantees there is almost always daily content. The @CityPoliceHorses and @CityPoliceDogs accounts have demonstrated that they are an excellent way to grab people's attention and highlight what could otherwise be seen as uninteresting police work as something exciting. They have a strong following from horse and dog enthusiasts alike along with the City population and other stakeholders. They consistently rank as having the highest levels of engagement rates in our monthly reports.
- 2.3.5 The review has identified that there are opportunities around our use of Twitter, where a greater number of devolved accounts away from the Force's

main Twitter account would provide a greater choice for our community to follow based on their location, interests, lifestyle etc. Devolved accounts are usually created for departments that work with the public and/or have a clear public interest, such as geographic neighbourhood teams, Special Constables or recruitment, or dedicated divisions such as Automatic Number Plate Recognition (ANPR) or football/event policing. The Metropolitan Police Service (MPS) have devolved their contact centre to a separate account to trial crime reporting over Twitter.

- 2.3.6 When asked about current gaps in communication with residents it was felt by the residential team within Communities and Partnerships that devolved Twitter and Facebook accounts for the team would provide a good opportunity for officers familiar to the residential community to have direct engagement and a two way dialogue on specific subjects with residents. This is to be trialled to assess how popular this is with residents and whether they feel it adds value to our engagement with them.
- 2.3.7 As a Force we will develop our use of Twitter by replying to more comments on posts and will develop open conversations around specific themes, taking account of criticism as consistently as we embrace praise and developing a two way engagement process to increase our accountability and transparency as a police Force. Digital engagement activity and decisions on our evolving digital engagement will be directed through a new governance Board for CoLP digital policing commencing this summer and led by Commander Gyford.
- 2.3.8 Our overall approach to social media will be more fluid and put the end user's benefits first, including measuring success in different ways. Rather than measure solely by follower/like counts, we will work to establish what our audiences are receptive to and what works for the end user, also examining social media's relationship with our website and how effective our supporting pages perform when shared on Facebook and Twitter.

## **2.4 Other Platforms**

- 2.4.1 There are many more social media channels beyond Facebook and Twitter. Some specialise in niche interests or styles and would be unsuitable for a police Force to use, while others are significantly growing in popularity. Different audiences use different social media platforms. The table below provides a snapshot of just some of the many audiences the Force needs to consider when starting on and developing social media channels.

**Table 2: Audience types and channels**

<b>Audience types</b>	<b>Why?</b>	<b>Best existing channels/platforms</b>	<b>Opportunities for the future</b>
<b>City commuters</b>	Our largest group to communicate with. Their network is likely made up of similar groups.	Any with a public-facing interest. The main accounts on each channel should be their first port of call for information and advice about City activity. Devolved accounts can offer the 'buffet' for users to follow based on preference (e.g. @CityCycleCop for cycle commuters).	Work with home county forces to evolve Twitter and Facebook following from their 'home' force.  Innovate with new channels to grab commuter attention.  Continue to explore devolution of accounts.
<b>City residents (plus taxi drivers and SMEs)</b>	Active around the City all day, they're most likely to encounter officer interaction in their line of work.	Twitter is the primary platform for up-to-the-minute information.	Similar platforms that offer timely information such as Snapchat. Platforms that promote positive policing and increase visibility such as Instagram.
<b>City visitors (tourists etc)</b>	May be unaware of City customs, risks or dangers when touring and of CoLP presence.	Twitter and Facebook provide in-built translation services.	Paid social media can identify users who are visiting. Platforms that promote positive policing and increase visibility such as Instagram.
<b>'Police family' and professional associates</b>	Contacts help disseminate messages, particularly nearby home office forces.  For ECD national campaigns, pickup of our messages is crucial.  Demonstrates partnership working.	Twitter has a large number of blue-light accounts.	Work with home county forces to evolve Twitter and Facebook following from their 'home' force.  For more corporate-focused messages LinkedIn (and the private groups that can be created) is a more suitable platform.
<b>Young People</b>	For frontline, stay-safe messages for school pupils, university students and postgraduate professionals.  For ECD, to communicate key messages that may impact on them, such as cyber & fraud warnings.	Facebook still has the highest reach of any social network.  YouTube is still popular among young audiences.	Paid social on Facebook and YouTube, with youth-orientated marketing material, can target key demographics that wouldn't normally follow police accounts.  Other social media such as Instagram and Snapchat are proving extremely popular among younger audiences.
<b>Older and/or vulnerable people</b>	For frontline, missing persons and safeguarding messages.  For ECD, awareness and prevention messages that can help prevent fraud by exploitation (e.g. investment fraud).	Facebook still has the highest reach of any social network. The average age of Facebook users has risen since its creation as more senior users have joined to keep in touch with family.	We can continue to push our messages via paid social to reach out to vulnerable people or those that care for them.

- 2.4.2 Instagram, a photo and video-sharing social media platform, has now overtaken Twitter in terms of number of active users. At least 35 other UK police forces use the channel or have a presence; we are one of the few remaining forces in the country who do not have any Instagram presence.
- 2.4.3 An Instagram account for the City of London Police, run by Corporate Communications with contributions fed in from officers, has the potential to be markedly different from our Twitter and Facebook outputs. We can use the channel to document positive policing and help promote the best public events and engagements that the Square Mile has to offer.
- 2.4.4 As table 3 below shows, there are many new and emerging social media platforms we have yet to explore, all with their own advantages and disadvantages. Some of these secondary social media platforms serve a different purpose to the 'big three' of Facebook, Twitter and YouTube; the aim will not be to build a large following within the channel, but rather use them as a vehicle to deliver content via our established channels (Facebook and Twitter) on an ad-hoc basis. The successful use of these platforms depends on the demographic and audience we are trying to target (as in table 2) with our messages.

**Table 3: Social media platforms we are yet to explore**

Platform/summary	Advantages	Disadvantages
<b>Instagram</b> (see above)	<ul style="list-style-type: none"> <li>• More active users now than on Twitter.</li> <li>• Huge success enjoyed by other forces building a community on the platform.</li> <li>• Excellent for documenting positive policing and story-telling.</li> <li>• Integration with Facebook for paid campaigns.</li> <li>• Can now upload video and multiple images in a single post.</li> </ul>	Engagement works differently on Instagram compared to Twitter or Facebook; the image is the driver of the message and users cannot click through to a website in a post's supporting text. However, on corporate Instagram channels users are encouraged to visit links in the account's bio for more information, which can be useful for campaigns, and click-throughs can be enabled on paid posts.
<b>Flickr</b> , a platform to host high-quality images and album.	<ul style="list-style-type: none"> <li>• Proved useful for HO forces for documenting galleries or for providing a suite of ID-sought stills.</li> <li>• Can be embedded into website.</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to build following.</li> <li>• Expectation of professional-standard photography.</li> </ul>
<b>Snapchat</b> , a peer-to-peer instant messaging service that allows multi-media messaging.	<ul style="list-style-type: none"> <li>• Young audience.</li> <li>• Used by some HO forces.</li> <li>• Quick, simple messaging just like Twitter.</li> <li>• 'Featured' section provide animated digest of news stories.</li> </ul>	<ul style="list-style-type: none"> <li>• Very informal style required that may work against us.</li> <li>• 'Featured' section given to select outlets only.</li> <li>• Would have to register as an individual account.</li> </ul>
<b>SoundCloud</b> , an audio-only platform	<ul style="list-style-type: none"> <li>• Useful for supporting press releases and campaigns with</li> </ul>	Monthly subscription for full range of features.

	<ul style="list-style-type: none"> <li>• additional comment.</li> <li>• Can be used to feed media with quote/Q&amp;A.</li> <li>• Can be embedded into social media posts and website pages.</li> </ul>	
<b>Tumblr</b> , a social media blogging platform that relies on visual media.	<ul style="list-style-type: none"> <li>• Can convey complex documents with different strands, such as an annual report.</li> <li>• Can be used as a temporary website backup in event of a crash.</li> </ul>	Very off-beat, informal style across the platform.
<b>Medium</b> , a blogging platform that is universal to all.	<ul style="list-style-type: none"> <li>• Upmarket style encourages sensible discussion that could suit police blogging.</li> <li>• Can be used to follow up on campaigns, press releases or crisis comms with thought leadership.</li> <li>• Will have our expertise and unique style of policing valued.</li> </ul>	Still a developing platform.
<b>Facebook Messenger and Skype bot</b> , instant messenger services with pre-programmed responses to automatically reply to user interaction.	<ul style="list-style-type: none"> <li>• Once set up, runs by itself.</li> <li>• Daily/weekly news delivery capability to increase our messages.</li> <li>• Works on existing channels</li> </ul>	<ul style="list-style-type: none"> <li>• Set-up can be difficult; need to second-guess how users interact</li> <li>• Need to emphasise not for crime reporting.</li> </ul>
<b>Facebook Live and Periscope</b> , live-broadcast video streaming embedded into Facebook and Twitter channels respectively.	<ul style="list-style-type: none"> <li>• Exciting way to capture events in the City.</li> <li>• Not much work needed to set up/run; works on existing channels.</li> </ul>	Live streaming comes with risk of unforeseen events being broadcast to all our followers; events for live broadcast should be carefully selected.

## 2.5 Everbridge Community Messaging Platform

2.5.1 The Force primarily uses the Everbridge Community Messaging Platform as a critical messaging tool, rather than for general communications. It has been used for sending out other materials such as surveys, crime prevention advice and crime updates. However, a small survey of those who had unsubscribed from the service in 2015 revealed that the main reason for unsubscribing was that users had not wished to receive anything other than critical messages which had the potential to affect their business. They had become frustrated by the volume of general community messages being sent over the platform when these were of little interest or relevance to them and the sometimes poor quality of messages. Another issue highlighted to us has been some subscribers not receiving messages, something which has since been rectified as this was an issue identified as brought about during implementation of the platform.

- 2.5.2 With the growing number of social media platforms and other engagement methods available and considering the feedback we've had from some users, engagement via Everbridge is not about the number or frequency of messages, but about the criticality, timeliness and quality. The Safer Communities Project (under the One Safe City Programme) recently sought feedback from a varied sample of users and this was consistent with the 2015 survey, citing the importance of the quality and timeliness of our messaging over the quantity of messages sent via this platform.
- 2.5.3 We send messages using the platform via text and/or email depending on user preference and this compliments our use of Twitter and other communications platforms. Whilst some people prefer to receive messages via Twitter, not all organisations allow staff access to social media sites from their work devices, so a text or e-mail provides another way of providing important messages in a way that is accessible to most people. Twitter messages are also limited by the number of characters that can be used which restricts the information we can provide. When views were sought by the Safer Communities team from some security personnel, the text message format was largely preferred because it provides them with a quick and easy way to receive critical messages, whether they are in the office or out and about.
- 2.5.4 As a result of a comprehensive review by Safer Communities of the implementation and use of Everbridge, a number of priority actions were identified. The team undertook to:
- Survey all Everbridge users (summary of results at 2.5.6) to understand the requirements of users and provide the type of messages they want to receive
  - Ensure all groups within the system are sent messages and identify and resolve issues with the system implementation
  - Simplify the message sending process and provide simple guidance and training for staff on message content and quality
  - Provide clarity for corporate partners and other users on the type of contracts available, what these will provide and any costs involved
  - Set up the social media connector in Everbridge so that messaging and Twitter, for example, are aligned
  - Explore opportunities for further savings on the cost of the contract
  - Bring all instances of Everbridge use across the CoL and CoLP into a single environment, subject to agreement and financial incentive
  - Identify and adopt accountability and responsibility for the system
- 2.5.5 The Safer Communities Project has extensively reviewed the set up and use of Everbridge to ensure we use the platform to its best effect and that it delivers messages our users want to receive. In April 2017, this resulted in a simple survey being sent to all users to gain an understanding of their requirements of this tool. The information from this survey will now be analysed in more detail and used to inform our future set up and use of Everbridge.

2.5.6 A total of 937 responses were received from the 6409 users sent the survey, a response rate of just below 15%. A summary of the results is shown below;

**Q1 Are you a business, resident, work in the City or a visitor?**

547 responses were from businesses, 331 from people who work in the City, 45 from residents and 14 from visitors.

**Q2 Type of business?**

Out of 513 replies for this question, 352 (66%) were from large enterprises, 170 (32%) were from SMEs and 15 (3%) were from sole traders/small businesses.

**Q3 Industry type?**

533 respondents replied to this question with the majority of 231 (43%) from the finance industry. The next highest category was 'other' with 93 (17%).

**Q4 What types of communication do you expect to receive from this tool?**

Out of 884 responses, 448 (51%) expect to receive critical and other police information such as major incidents, road closures and crime incidents. 317 (36%) expect to receive critical, other police information and awareness communications such as crime prevention, events and campaigns. 119 (13%) expect to receive critical information on major incidents only.

**Q5 What in your view is a critical message?**

Out of 884 responses where more than one option could be selected, most agreed that an actual (83%) or emerging (89%) threat to life or natural disaster is a critical message, 75% agreed an alert such as a suspect vehicle or package meets the criteria and a smaller number at 28%, feel a road closure qualifies.

**Q6 What do you expect from a critical message?**

From 884 replies where more than one option could be selected, 815 (92%) wanted to be enabled to act to protect themselves and others and 754 (85%) wanted to be informed of issues.

**Q7 What level of detail do you expect?**

Most users want detail of the time, location, nature of incident, impact and advice with slightly less than half, 425 (48%) wanting links to further information.

**Q8 Do you expect messages sent to be specific to your location?**

Most users 549 (62%) expect to see critical messages from outside their location, with 335 (38%) expecting only those related to their location.



**Q9 If only critical messaging was sent out using this system, where would you go for other City of London Police updates?**

Out of 858 replies for this question where multiple options could be selected, 604 (70%) of people would use our website, 446 (52%) social media and (440) 51% email updates. Only 44 (5%) would choose a paper based option.

**Q10 Which City of London Police social media accounts do you follow?**

50% of 858 respondents for this question do not follow any of our social media accounts. 302 (35%) follow our Twitter, 131 (15%) Facebook, (95) 11% LinkedIn and 49 (6%) YouTube. Reasons given for not following our social media are varied, but themes running through the responses include; our alerts are sufficient to meet needs, businesses restrict access to social media, users don't access any kind of social media through personal choice or a lack of time and also due to the amount of other information considered irrelevant to users that is present on social media.

**Q11 What topics are most important to you?**

93% of 857 respondents agreed that counter terrorism is very important with the next highest group at 54% agreeing the crime prevention is very important.

- 2.5.7 With work on some of the actions in 2.5.4 on-going, a briefing note setting out the background, issues and long term recommendations was completed by Safer Communities and has recently been approved by senior One Safe City Board members.
- 2.5.8 A date of June 2018 has been agreed for a procurement process to commence, scoping requirements across the CoLP and CoL to replace all current messaging contracts across both organisations. This process will consider the engagement requirements and gaps at that time, against the ever-changing opportunities afforded by social media and other engagement tools. Contracts have been aligned to the Everbridge end date of February 2019 to allow a procurement process to consider and encompass, where possible, the requirements of a number of departments.

## **2.6 Traditional Methods of Engagement**

### **The importance of knowing our communities**

- 2.6.1 During this review, the importance of having an accurate, detailed and up to date community profile was clear. This is a document often requested by the HMIC prior to inspections as it helps to inform activity both in the CoLP and CoL. Our community profile is in the process of being updated at present, something which has become more challenging the further we move in time from the 2011 Census which normally provides much of the data.
- 2.6.2 Having raised this as an issue with the Safer Communities Project, the team has since identified several new sources of information for inclusion in the updated version. It has also been agreed that this document will be reviewed annually as a joint exercise between the CoLP and CoL to provide an

essential central source of information on our communities for both organisations.

- 2.6.3 During the review we were interested in understanding the different groups across our communities, which are many and varied and also how widespread the use of social media and digital forms of contact are. It can be easy to assume that most people have regular access to a computer and a smart-phone and are well-versed in the use of these to access engagement, but this is not always the case, which is why traditional forms of engagement such as surgeries and meetings remain an important part of our service provision.
- 2.6.4 As an illustration of the importance of this in the City, reference was made to a 2015 study carried out by Goldsmiths University, exploring social isolation and loneliness.<sup>1</sup> This involved a study of 104 residents aged between 48 and 86 years of age from the Middlesex Street and Golden Lane housing estates, the Guinness Trust Mansell Street Estate and the Barbican.
- 2.6.5 On considering computer skills the study found that a significant minority of residents interviewed had access to a laptop or desk-top computer, with the majority having little or no computer skills beyond simple word processing. Many did not know that facilities such as Skype are available to maintain contact with family and friends. Anecdotal evidence of some residents continuing to use public phone boxes to make calls due to not having a home phone line, let alone a smart phone, was also heard from community officers.

### **Face to face engagement**

- 2.6.6. We maintain our dedicated residential community officers and PCSOs where some other forces have been unable to do so, due to the budgetary challenges of recent years. These officers have policed our residential communities and estates for many years and have a wealth of knowledge, being familiar and trusted faces to many.
- 2.6.7 When interviewed for this review the residential officers stated that face to face contact forms a central part of their engagement activities because they understand not all residents want to, or indeed are able to communicate digitally. Through daily patrolling of residential areas, sometimes alone and sometimes with the dedicated guard from Parkguard, officers regularly come into contact with residents and they also attend drop-in surgeries held by the Corporation. Regular events such as the Memory Club for people with Alzheimer's on Golden Lane (includes residents from the Barbican and Tudor Rose Court), the Tuesday Club for retired professionals, the Tudor Rose coffee morning and the Bengali Women's Group at Mansell Street to name but a few, provide officers with invaluable contact with residents and allow a personal, bespoke style of engagement to take place. Sessions for residents with an input on the counter terrorism threat and advice, fraud prevention

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<sup>1</sup> The Voices of Older People: Exploring Social Isolation and Loneliness in the City of London – Roger Green and T. Stacey, Goldsmiths University 2015

advice, community engagement and other topics will also be taking place this summer, starting with the Barbican on 11<sup>th</sup> July.

- 2.6.8 Personal engagement with businesses and other sectors is also of fundamental importance in the City. We have business forums across the City, made up of large businesses and SMEs and we regularly provide input at these based on the requirements of each area. A forums lead meeting has recently been commenced, allowing messages to be sent through the lead for each area and shared with other businesses.
- 2.6.9 The Economic Crime Directorate engages face to face extensively, with the intention of reducing vulnerability to fraud, ensuring the community is well informed, has the latest advice on protection and is aware of any existing and emerging threats. The Counter Terrorist Security Advisors also use personal engagement, with both areas using breakfast briefings, lunch and learn sessions, presentations, individual meetings with premises and inputs at forum meetings and at the Crime Prevention Association to do this, as examples of just some of the personal engagement activities taking place.
- 2.6.10 A new multi-faith forum is being explored, with initial meetings held to discuss the appetite for this with the City Sikhs Network, City Hindus Network and Square Mile Muslims and others to follow. It is envisaged that this group would act as a critical friend and be a conduit for messaging and information following an incident, and so far the idea has been received with enthusiasm. The Independent Advisory Group (IAG), the new youth IAG and the Community Scrutiny Group also provide personal engagement opportunities, and act as critical friends.
- 2.6.11 Our schools and youth officer and other community officers engage extensively with children and young people in the City, running junior and senior cadets, the Youth IAG, a community boxing club and the Drugs and Alcohol Resistance Education (DARE) programme in our schools. These are just some of the on-going engagement activities, along with provision of training and workshops on subjects such as sexting, legal highs, Female Genital Mutilation (FGM) awareness and digital/ online safeguarding.
- 2.6.12 In addition to the training for children and young people, training is also provided by several parts of the Force through personal engagement; by Prevent officers delivering WRAP<sup>2</sup> training in educational and health establishments and via inputs for residents and businesses; through Project Griffin training every month for security personnel; through new REAct<sup>3</sup> training for key security officers and via postal awareness sessions for post room staff in businesses.

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<sup>2</sup> WRAP- Workshop to Raise Awareness of PREVENT - which is the strand of the HMGs CONTEST strategy in countering Terrorism

<sup>3</sup> REAct - Recognise, React, Engage training in disruptive effects for security personnel

## **2.7 Surveys**

- 2.7.1 One of the ways we have sought to engage and seek community views and preferences over the years is through the use of surveys. However in recent months we have increasingly experienced 'survey fatigue' with a low number of replies received for our counter terrorism and post event questionnaires. As seeking public views and using these to shape our service delivery is key, Corporate Communications have researched options for improving our survey reach and results and these will be considered by the Force's Strategic Management Board for a decision on the way forward in the near future.

## **2.8 Newsletter**

- 2.8.1 Our previous newsletter, sent out via the Everbridge platform, was counter terrorism specific and the Force has recently widened this to include other subject matter, with an update called 'Skyline' now going out via Mailchimp to a growing circulation list every fortnight. There is a link on the Force website to sign up to receive this and information on Skyline is about to be published in the City Residents' Magazine. All areas of the Force have an opportunity to contribute to this and ideas for the content of Skyline forms part of the standing agenda at the newly formed Community Engagement Working Group.

## **3. Inter-Department Working**

### **3.1 Gaps and issues identified**

- 3.1.1 During interviews with staff in the Force and the CoL for this review, themes arose concerning duplication of effort and wanting to improve interdepartmental working on engagement activities between areas and across the two organisations. Staff also supported the idea of a central database of contacts and engagement information being created for access by all those involved in community engagement.

### **3.2 Community Engagement Working Group**

- 3.2.1 As a result of staff feedback, a new Community Engagement Working Group has been formed with the overarching aim within the terms of reference agreed as;

'To share information and coordinate engagement activity, both across the City of London Police and with the City of London Corporation, preventing duplication, encouraging innovation and ensuring activities are shared and consistent and meet the needs of the many varied City of London communities.'

- 3.2.2 The inaugural meeting took place on 26<sup>th</sup> April 2017 and was chaired by the Communities and Partnerships Superintendent, with twenty attendees from across the Force and CoL who regularly engage with the community. Information on roles and up and coming events and ideas were shared and it

was agreed that whilst this forum embeds it will be a monthly meeting chaired by the Communities and Partnerships Inspector, with an email circulation group formed to ensure communication and information sharing is on-going between meetings.

### **3.3 Customer Relationship Management (CRM)**

- 3.3.1 Through the Safer Communities Project, work is taking place with the CRM manager in the CoL to consider options for a single shared database of community contacts and engagement information. This is on-going and a small pilot of what a CRM database could contain has been successful, but decisions have yet to be made around the final scope and content of this.

## **4. Conclusion**

- 4.1 This review of engagement has encouraged the Force to think about our different audiences, their needs and the way we currently engage. It has led to a comprehensive review of our digital engagement being carried out, for progression by our new digital policing governance Board, commencing this summer, to drive progress against the national Digital Policing Programme.
- 4.2 What was clear throughout this review is the value that staff from both the Force and the CoL place on our engagement across City communities and their will to improve shared working practises and provide a professional service. It is clear also, that whatever digital platforms and future technologies we embrace, we must continue to assess the needs and profile of our many and varied audiences and offer services via a range of engagements, including the personal face to face contact we know is important to many.
- 4.3 An update on the continuing work from this engagement review, the Force's developments in digital contact and progress from the Community Engagement Working Group will be contained in future quarterly engagement reports to your Committee.

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<b>Committee(s):</b> Police Economic Crime Board	<b>Date:</b> 18 May 2017 1 <sup>st</sup> June 2017 (TBC)
<b>Subject:</b> Fraud in the City of London	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 22-17	<b>For Information</b>
<b>Report author:</b> T/Commander Dave Clark National Co-ordinator for Economic Crime & Alix Newbold, Head of EC Strategic Delivery Unit	

## Summary

This report provides an update on the impact of fraud on the City of London community and has been submitted at the request of the Chairman and Town Clerk's Policy officers.

There has been an 8% increase in the number of City-based victims reporting crimes to the National Fraud and Cyber Reporting Centre in 2016/17 compared with the previous year. 48% of these crimes were disseminated for investigation (with the remaining being used for disruption or intelligence purposes). 79% of the disseminated crimes were sent to City of London Police units for further action (with the remaining allocated to other police forces). Of the crimes disseminated to the City of London Police, 70% of these crimes were dealt with by units funded by the insurance and banking sectors.

In response to a significant increase in investment fraud reports and investigations between 2014 and 2016, City of London Police established Operation Broadway which targets enablers of investment fraud within the City of London.

Crime prevention advice is targeted at members of the City community through a number of different channels including one to one engagement, direct email, public crime prevention events, social media and through partners. The City of London Police is also working with the London Digital Security Centre to improve digital security and identify vulnerabilities within City businesses.

Vulnerable victims of economic crime receive tailored support and crime prevention advice through a dedicated unit operated in partnership between City of London Police and the Metropolitan Police Service (MPS), which is successfully preventing repeat victimisation. Of the 3,000 victims provided with a service by Economic Crime Victim Care Unit (ECVCU) since May 2014, none have since reported being a repeat victim.

## Recommendation(s)

Members are asked to note the report.

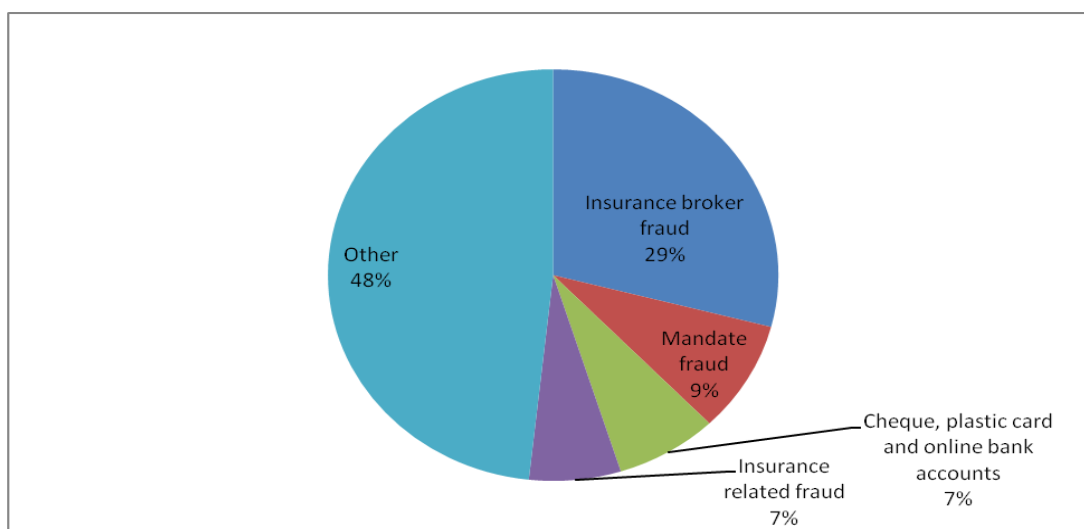
## **MAIN REPORT**

### **BACKGROUND**

1. This report provides an update on the impact of fraud on the City community and Economic Crime partnership working.

### **CURRENT POSITION**

2. There has been an 8% increase in City based victims reporting crimes to the National Fraud and Cyber Reporting Centre in 2016/17. This comprises 926 reports compared with 855 in the previous year.
3. The most common types of fraud reported by City based victims during the period are set out in the graph below. "Other" represents all other NFIB fraud types. During this period the most common "Other" fraud types included Corporate Employee Fraud, Online Shopping and Auctions, and Consumer Phone Fraud.

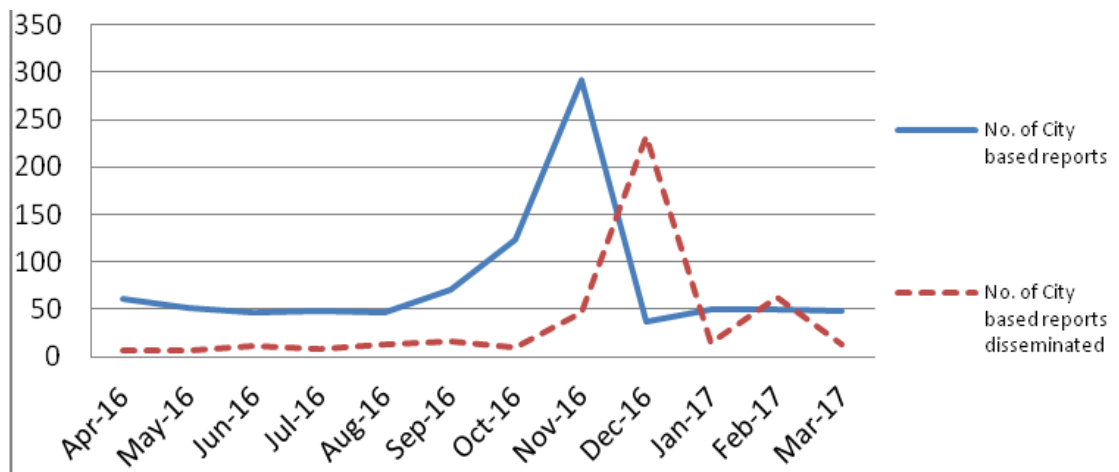


### **CITY OF LONDON POLICE RESPONSE**

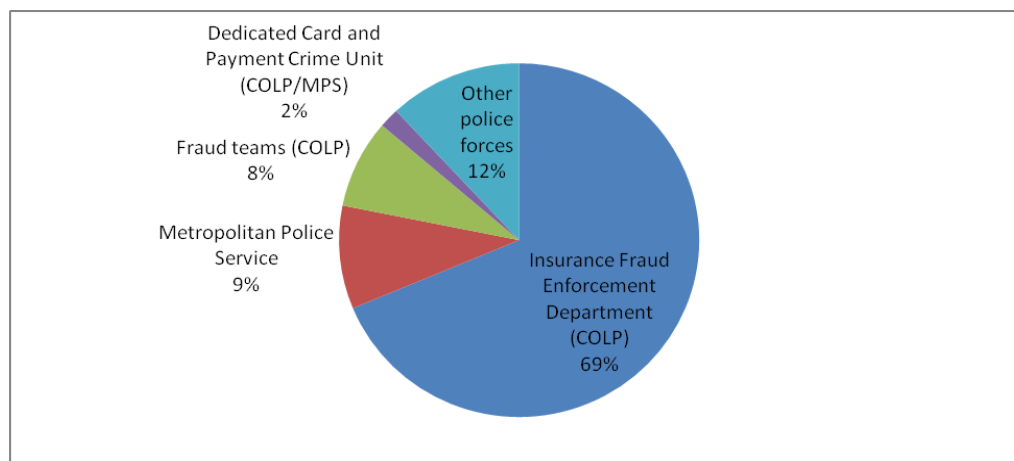
#### **Pursuing offenders**

4. 48% (444/926) of City based crime reports with viable lines of enquiry were disseminated for investigation. Those crimes not disseminated are used to build the national intelligence picture (and retained for analysis against future crime reports), and/or are subject to disruption activity (e.g suspension or closure of websites, telephone, email and bank accounts).





5. 79% of these crimes were disseminated to City of London Police and 70% of these were investigated by units funded by industry through sponsored service agreements.



6. During 2016/17, 30 investigations into City based offenders reached a point of outcome. 43% resulted in detections / judicial outcomes, 30% resulted in another form of disruption and 27% resulted in an intelligence product.
7. The fraud teams, Dedicated Cheque and Plastic Card Unit (DCPCU) and Insurance Fraud Enforcement Department (IFED) combined have achieved 116 convictions with a combined sentencing length of 219 years and secured compensation awards for nearly £1.5m on behalf of 558 victims. (It should be noted that this includes investigations in respect of victims who are not based in the City.)

#### Reducing investment fraud in the City through Operation Broadway

8. In response to a significant increase in investment fraud between 2014-2016, City of London Police established Operation Broadway.
9. Operation Broadway is a collaboration between City of London Police, Trading Standards and the MPS. It uncovers and disrupts investment fraudsters operating out of premises in the capital. The City of London

Corporation has created a specialist Trading Standards officer post which has responsibility for Operation Broadway.

10. In 2016/17, over 30 stakeholder engagements relating to Operation Broadway were undertaken and in October 2016, a week long investment fraud campaign on social media with the hashtag #BeatTheBoilerRooms was launched. This resulted in 927,209 impressions on Twitter and Facebook and a 25% engagement rate for paid Facebook advertising. The campaign was also covered by The Guardian, The Sun, The Evening Standard, CityAM and regional publications.

#### Crime prevention and community engagement

11. City of London Police's Economic and Cyber Crime Prevention Centre develops and disseminates prevention advice on behalf of police forces nationally. The advice is aimed at both individuals and businesses and is based upon the latest threats and vulnerabilities identified through the National Fraud and Cyber Reporting Centre and National Cyber Security Centre.
12. As an example, in January 2016, a campaign on common threats relating to fraud and cyber crime was launched. This included releases every three weeks on threats associated with public wi-fi, email spoofing, dating fraud, money mules and holiday fraud. The campaign reached over 10 million people across Twitter and Facebook alone. Third party advocates helped to extend the reach of the campaign on social media and there were over 1,487 different supporters of the campaign on Twitter including police, Trading Standards, local authorities and key partners, including Getsafeonline.
13. This crime prevention advice is targeted at members of the City community through the following mechanisms:
  - a. one to one business engagement with over 80 stakeholder engagement events undertaken in 2016/17 (City of London Police is also recruiting a dedicated Cyber Protect officer who will work with businesses in the City of London to reduce the threat from cyber crime)
  - b. public crime prevention events – examples include a City of London Police hosted fraud and cyber awareness event in Spitalfields in August 2016 which engaged with approximately 5,000 members of the public and a cyber security and resilience event in the City held in November 2016 which was attended by over 150 SMEs
  - c. webinars in partnership with the financial services sector broadcast to 3,550 attendees from SMEs
  - d. speaking at City conferences, e.g a speaking event at Lloyds to 25 high value customers undertaken in February 2017
  - e. alerts direct from City of London Police and through crime prevention partnerships including the Crime Prevention Association,

Neighbourhood Watch, Cross-Sector Safety and Security Communications (CSSC), Federation of Small Business, National Anti-Fraud Network and London Fraud Forum

- f. social media – City of London Police’s crime prevention advice has resulted in a 64% increase in digital engagement compared with the previous year
- 14. City of London Police sits on the City of London Corporation-led Financial Abuse Taskforce which aims to reduce the threat from financial abuse against vulnerable adults in the City.
- 15. City of London Police has also been collaborating with the City of London Corporation Economic Development Office account management team on the City offer to business in respect of expertise in fraud and cyber crime prevention.

#### London Digital Security Centre

- 16. City of London Police has a secondee from MOPAC working within its National Fraud and Cyber Reporting Centre one day a week to undertake research and analysis on how fraud and cyber crime is affecting London businesses. This report will be used to inform activities of the London Digital Security Centre (LDSC) and City of London Police.
- 17. In April 2017, the LDSC commenced a programme of activities in each borough across Greater London and within the City. As part of this programme, the LDSC is engaging with businesses at their place of work and holding workshops and events focused on relevant digital security topics. The first of these events was run with City of London Police at the end of April. The purpose of this activity is to ‘take digital security to the high street’ and to engage on a one to one basis with business owners and employees.
- 18. At the conclusion of the workshops, LDSC has undertaken to share with City of London Police a profile of how these businesses operate online, and highlight key vulnerabilities that are identified. This information will be used to inform future fraud and cyber prevention strategies within the City boundaries.

#### Victim support

- 19. Vulnerable victims are supported by the ECVCU. This is a partnership between City of London Police and MPS which provides tailored support for London victims of economic crime and advice on how to prevent repeat victimisation. City of London Police is currently implementing processes so that all City-based victims are also offered a home visit.
- 20. The support provided to victims has resulted in a number of positive interventions. Of the 3,000 victims provided with a service by ECVCU since May 2014, none have since reported being a repeat victim. This year 8 victims who had received support from ECVCU were able to identify subsequent

attempts to defraud them and they sought further advice which enabled them to avoid repeat victimisation.

21. Another example of the positive impact of the unit's work was highlighted when members of the ECVCU received a call from a suicidal fraud victim. The team identified the caller's home address from previous records and passed these details to the MPS who attended and made sure the caller was safe, whilst they were kept talking on the telephone.

## **CONCLUSION**

22. The above sets out how City of London Police is proactively working with partners to protect the City from fraud and the breadth of channels being used to reach and engage with individuals and businesses.

### **Contact**

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<b>Committee(s)</b>	<b>Dated:</b>
Police Committee	18 May 2017
<b>Subject:</b> Draft Corporate Plan 2018-23	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Kate Smith – Head of Corporate Strategy and Performance	

## Summary

This report presents an early draft of the City of London Corporation's Corporate Plan 2018-23 to give Members an opportunity to provide initial feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

## Recommendation

Members are asked to:

- Note the draft Corporate Plan 2018-23 and provide initial feedback on the content.

## Main Report

### Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:
  - Identifying the overarching goal and the specific outcomes that support it in the refreshed Corporate Plan;
  - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, is included in business plans and can be measured in terms of impact on the outcomes;
  - Enhancing the "golden thread", such that everything we do and develop is guided by the Corporate Plan and captured within appropriate departmental business plans, team plans, and individual work plans, and
  - Developing a culture of innovation, collaboration and continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented.

## Corporate Plan 2018-23

3. The refreshed Corporate Plan being developed for 2018-23 will include: a vision statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance, an outline of our top-level strategies for achieving our outcomes and indicators against which we will measure our performance. The refreshed plan will replace the current Corporate Plan, which runs until 2019. The aim is to produce a plan which sets out one set of overarching strategic goals for the organisation, for everyone within it to work towards, and which will allow us to prioritise those areas of activity on which to focus our attention over the medium term and thereby achieve more in the context of reducing budgets.
4. Draft 15-year ambitions developed by Chief Officers in three Strategic Steering Groups – People (which is chaired by the Commissioner), Place and Prosperity - have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed draft plan.
5. To support the development of this plan, departments have been working on their business plans to provide the golden thread, and a new Corporate Strategy Network of senior officers (which includes representatives from the City of London Police) is mapping activities listed in departmental business plans to the draft outcomes in the Corporate Plan. This will enable us to see where our efforts are currently being directed and the impact we are having on our priority areas and will provide information to help inform better decisions in future about how to use our resources. Officers will also be working with the City of London Police to ensure alignment between the Corporate Plan, City of London Policing Plan and other key strategies to aid ongoing and future joint working.
6. The draft Corporate Plan is attached as Appendix 1. This draft is primarily an engagement tool which is being used to check the shape and sense of the plan so that it can be used to guide its onward development. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes. All of the outcomes will be supported by strategic workstreams and measures, which will be monitored and reported annually.
7. A further draft of the Corporate Plan will be discussed at the informal meeting of the Resource Allocation Sub Committee (away day) in June. This will take into account the balance of all comments made by Members to date. Further consultation is being planned to take place with Members, Chief Officers and staff from September, and with external stakeholders and partners thereafter.
8. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year.

## **Conclusion**

9. This report presents an early draft of the Corporate Plan 2018-23, to give Members an opportunity to provide initial feedback before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June and opened out to wider consultation in the autumn.

## **Appendices**

1. Draft Corporate Plan 2018-23

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# Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

## **Benefit society**

By fostering a culture of inclusivity, opportunity and responsibility

## **Shape the future City**

By strengthening its connectivity, capacity and character

## **Secure economic growth**

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

### **People**

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

### **Place**

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

### **Prosperity**

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

# Draft Corporate Plan 2018 - 23

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## What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

## We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

## Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

## We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

<b>Committee:</b> Police	<b>Date:</b> 18 <sup>th</sup> May 2017
<b>Subject:</b> Quarterly Equality and Inclusion Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 18-17	<b>For Information</b>
<b>Report Author:</b> Officer Lorenzo Conigliaro, Head of Equality and Inclusion	
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This paper provides your Committee with the quarterly update on Equality and Inclusion related activities conducted by the Force since the previous report to your Committee in September 2016. Highlights covered by this report include:</p> <ol style="list-style-type: none"> <li>1. <b>Accessibility website tool</b>– Following an update at the last Committee meeting, the accessibility tool option has been chosen and is now live on our external website.</li> <li>2. <b>Tell MAMA Hate Crime Advisory Board</b> – The City of London Police (CoLP) are represented on this Board, progressing work nationally around anti Muslim hate crime reporting.</li> <li>3. <b>Recruitment</b> – CoLP are in the early stages of an Probationer Officer recruitment process. The Equality and Inclusion Officer has been working with Human Resources (HR) to develop a plan to support recruitment from underrepresented groups.</li> <li>4. <b>Unconscious Bias Training</b> – Members were updated in September 2016 about plans to roll out unconscious bias training to the Force. Following a pilot this training will be delivered during May and June 2017.</li> <li>5. <b>Hate Crime work with CEJI</b>- CoLP continues to work with CEJI on the project and was included on the online training package that had been developed for community organisations to increase reporting.</li> <li>6. <b>Equality Improvement Model Dashboard</b> – The Equality and Inclusion officer has refined and developed the EIM Dashboard and Equality and Inclusion Strategy to ensure the Force can be accountable for its performance in this area.</li> <li>7. <b>Staff Survey</b> –The Equality and Inclusion officer has been working with the Information Security Team to ensure the upcoming staff survey delivered by Durham University enables further analysis of diversity</li> </ol>	

trends.

8. **Positive Action Practitioner Alliance** - The Force now sits on this national forum chaired by the NPCC, that promotes and supports positive action within the workplace.
9. **International Trans Visibility Day and Social Networking Event** – this event hosted by CoLP was to increase staff awareness and understanding of the trans-gender community.
10. **City EID event and Ramadan** – the Force is moving forward with the ambition to host the EID event at the Guildhall this year. In addition the Equality and Inclusion officer will be releasing guidance to managers and front line staff on the impact of Ramadan.
11. **Westminster Terror Attack** –The Equality and Inclusion officer utilised contacts to assist with the Community Policing engagement strategy post event.
12. **PSD Peer Review** – The Equality and Inclusion officer has proactively engaged with PSD to provide independent review of our complaints.

### **Recommendation**

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

## **Main Report**

### **Background**

1. At your Committee meeting in January 2015 the Commissioner undertook to provide Members with a quarterly written update on matters relating to the Equality, Diversity and Inclusion Portfolio. This report highlights the work that is being carried out across the Force in relation to the above and provides an update since the last report to your Committee in September 2016.

### **Accessibility website tool**

2. In the last update it was noted that we were trialling a number of accessibility solutions that would allow visitors to our external website to customise our site the way they need it to work for them.
3. Following the last update the Force has chosen to use RECITE as a permanent option for our external website and the function is now live.

RECITE provides a compatible and easy to use website accessibility toolbar at a comparatively low cost compared to competitors. With RECITE now installed, the CoLP website now provides inclusive content, improved website accessibility and offers information in over 90 languages.

4. The software helps us anticipate the needs of all our website visitors, especially those with a learning disability such as dyslexia, a visual impairment and someone whose second language is English. Most recent statistics show;
  - 8% of people living in the UK who have English as an additional language
  - 7% of people worldwide have low level visual impairment
  - 10% - 15% of people worldwide have learning difficulties and/or dyslexia
  - 23% to 27% of the UK population cannot access your website effectively
  - 246 million people in the world have low vision capability
  - 774 million people in the world cannot read or write
  - 6 million to 9 Million in the UK have learning difficulties and/or dyslexia
5. For Member's information, RECITE was placed on the website for a 2 month trial. After that period the results were analysed by our web team with four key areas in mind; Functionality and compatibility with the CoLP website; Visitor usage trial; Ease of use; Value for money.
6. The usage statistics during the trial and shown in the table below, clearly show that whilst there were a small number of unique users (133), those that did use the tool returned again and again (1,268 times to be exact). This equates to 3% of our monthly website visitors. This 3% can now access the services and information provided by us. The number of people who used RECITE compared to the competing trail of similar software was considerably higher. The table below shows that comparison.

	Browsealoud	Recite
<b>Total Visits</b>	325 (Unique unknown)	1,268 (133 unique)
<b>Text to speech</b>	481	1,188
<b>Page simplifier</b>	37	98
<b>Translation</b>	94	204
<b>Screen mask</b>	16	98

## London Hate Crime Forum

7. Special Sergeant Asif Sadiq is now the chair of the Tell MAMA London Hate Crime Advisory board. The Advisory Board is made up of 20 individuals and organisational representatives who bring with them experience, networks and leadership skills that can enhance and develop the work of this national anti-Muslim hate crime reporting project. Meetings are held quarterly and the Advisory Group has a number of key roles which include advising and reviewing current practices in the project, bringing in and enhancing networks

that can support information transfer, supporting the analysis of data and guiding the staff team as and when required through advice and information. Advisory Group members therefore play a role in moving the project to another level and developing new partnerships with organisations which have similar aims in countering intolerance and bigotry, whilst also recording and mapping hate incidents/crimes.

## **Recruitment**

8. Through the Strategic Threat and Risk Assessment (STRA) process and workforce planning, our HR team have the go ahead to plan to recruit an additional 50 police officers into the Force, as probationer constables. There is some urgency in the initial phase of recruitment in order to bolster depleted resources on the response teams. However, this leaves an opportunity to ensure that we look outwardly to increase the amount of applicants from underrepresented groups.
9. The Equality and Inclusion (E&I) Officer made early representation to HR to emphasise the importance of this approach. The E&I Officer arranged an initial consultation meeting with HR, members of our support networks, diversity champions in the Force and our Police Committee lead Member for equality and inclusion. The purpose was to consolidate the shared ambition to make CoLP more attractive to people from underrepresented groups and to discuss support options and positive action.
10. The E&I Officer has produced a Recruitment, Progression and Retention action plan for underrepresented groups, which spans 2017-2020 and has met with the College of Policing and this document is a revision of the Force's BME 2018 Strategy based on their feedback. The plan links closely to the Force's Talent Management Strategy, and draft Retention Strategy. The points in this plan are aspirational, based on best practise nationally. Our HR Senior Management Team (SMT) are currently reviewing the plan with a view to what is achievable with current resource and budget and the demand in this area is to be discussed and included within the Review of Demand currently being carried out by consultants in Force.
11. Some of the initial consideration for this upcoming recruitment campaign includes:
  - Specialist and targeted advertising, use of existing networks and external City based networks.
  - The offering of City of London Police (CoLP) as an attractive and progressive organisation where policing goes beyond its boundaries, with opportunities in Economic Crime and Cyber.
  - Recruitment open days, where support and advice will be given and the chance to hear talks by officers who come from underrepresented backgrounds.
  - Stronger engagement with applicants during what can be a lengthy process. This personal approach will aim to reduce attrition of successful applicants.

- The development of a buddying scheme, whereby underrepresented applicants will be offered a buddy within the Force to support them through the application phase.
  - Application workshops specifically for applicants from underrepresented groups.
12. It should be noted that the last two points and others within the action plan are classed as positive action and come from national best practise in this area. This is resource intensive, but has proven successful in other forces. Positive action is seen as a necessity for improving diversity within the police. Should the Force support the legitimate use of positive action within recruitment and progression then we will ensure that there is visible leadership and understanding. We will engage with CoLP's workforce to assist in understanding the necessity for positive action. This is key to avoiding conflicting views, with what can be a contentious issue for existing employees. Members can expect further updates in this area.
  13. The E&I Officer, HR, Support Networks and partners are committed to improving diversity within our recruitment processes. The extent of this will be more apparent after the Demand review project and review by HR SMT.

#### **Unconscious Bias (UB) Training**

14. Members were updated in September's meeting that all supervisors would receive UB training. Working in partnership with Inclusive Employers we have now secured 20 half day sessions during May and June 2017 where we aim to train as many supervisors as possible.
15. The E&I Officer and Force Learning Development (L&D) have met with Inclusive Employers who have now produced a bespoke presentation for CoLP, which links to our Force's values and key messages within the Leadership Programme.
16. Inclusive Employers have agreed that at the end of the sessions, two members of our L&D Team will receive 'train the trainer' inputs to enable CoLP to conduct mop up sessions in house. Our L&D Team will incorporate this training into future leadership courses, as well as UB awareness within the induction package.
17. Front line officers continue to receive the College of Policing Stop and Search training, which has a UB perspective when dealing with members of the public. Officers are required to pass a National Centre for Applied Learning Techniques (NCALT) package on this subject before attending the interactive training session.

## **Hate Crime work with CEJI**

18. In the September update, Members were given information on CEJI<sup>1</sup> - A Jewish Contribution to an Inclusive Europe. To remind Members, CEJI had received a grant from the European Commission to fund research to inform EU policy through evidenced and practice-based recommendations on improving hate crime and hate speech recording, reporting and training methods in these areas.
19. CoLP continued to be involved with the project, working with CEJI. We are included in the online training package that has been developed for community organisations to increase reporting of hate crime, whereby S/Sgt Asif Sadiq provides a short clip on the importance of reporting hate crime to the Police and the work we do to tackle it.

## **Equality Improvement Model Dashboard**

20. The Force fully supports the College of Policing Equality Improvement Model (EIM), designed to help forces develop dashboards to measure success. The EIM is firmly split in three areas; External facing and about how the Force supports and engages with marginalised and underrepresented groups; Internally and about how the Force deals with discrimination and supports increasing diversity; Leadership, specifically about how the strategic governance of the Force supports the plan.
21. The EIM Dashboard supports the Force Equality and Inclusion Strategy which is attached as a draft in Appendix 1. This document will be agreed at the next E and I Board, chaired by the Assistant Commissioner.
22. The EIM Dashboard includes the various measures the Force will monitor. This will add rigor and scrutiny to the Force's work to support equality and inclusion. The E&I officer has met with each of the Force's diversity champions, as well various Single Points of Contact in the Force to go through these measures. It will be incumbent on all to ensure good work and practice is captured and fed through to the E&I officer in order for the dashboard to be reflective.
23. The E&I officer welcomes feedback and challenge on any of the measures from our Police Committee Members.

## **Staff Survey**

24. The E&I officer has been proactive in the early stages of the staff survey to ensure that the Force does not miss the opportunity to understand how perceptions of staff with protected characteristics may differ from others.

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<sup>1</sup> <http://www.ceji.org/?q=about>



25. The Force is using a survey designed by Durham University, which has been used and trailed by a number of other forces. The questions are not set by CoLP, and are based on academic research into how best to tease out the views and perceptions of your workforce. Whilst Durham will not make the survey personal, there is scope for an initial question about whether respondents consider themselves to have a protected characteristic or not. This simply data capturing exercising will lead to further examination of any trends of perception or feeling within the Force.
26. Dr Les Graham from Durham who designed the survey and works closely with Durham Constabulary is also looking from an academic perspective at diversity within the police. The E&I officer will work closely with Durham to follow up the results of the initial survey and have volunteered to support their work in this area.

### **Positive Action Practitioner Alliance**

27. CoLP through the Force is now represented at the Positive Action Practitioner Alliance (PAPA) by the E&I officer. This group chaired by national lead ACC Nav Malik, initially met as an information sharing platform of best practice. The alliance is now moving forward towards a group that is taking action on this key agenda.
28. The alliance is allocating work streams to Force representatives so that sub groups can drive change forward more proactively. These sub groups include recruitment, progression and retention of officers as well as leadership and culture. As a relatively new member of the alliance, CoLP will discuss a specific work stream contribution at the next PAPA meeting hosted by Devon and Cornwall in June 2017.

### **International Trans Visibility Day and Social Networking Event**

29. This event was held at Wood Street Police Station to increase the understanding of the transgender community and some of the issues experience by trans people. It was an excellent opportunity for the Force and its partners to raise personal and organisational awareness of trans issues.
30. The event was open to all CoLP staff and was advertised by the City of London Corporation supports networks internally as well. The event will be followed by a social networking event to celebrate International Trans Visibility Day, dedicated to celebrating transgender people and raising awareness of discrimination faced by transgender people worldwide.

### **City EID event and Ramadan**

31. The E&I officer together with the Association of Muslim Police (AMP) have produced a guidance document for Ramadan this year to ensure our staff and managers understand the needs of colleagues who will be fasting during this period of time as well as the needs of Muslim prisoners, witnesses and

suspects who our staff may come into contact with during the month of Ramadan.

32. The AMP will also be hosting its Annual Eid Dinner at the Guildhall on the 7th of July this year.

### **Westminster Terror Attack**

33. In the response to the terror attack at Westminster, the E&I officer supported the Community Policing team with their engagement strategy. Using existing contacts and key individual networks, messages of reassurance were sent via a number of channels to reach those more marginalised communities. This included messaging through the City based cross industry support networks such as the City Muslims, City Hindus and City Sikhs (which has over 3000 members alone). In addition the E&I officer supported community engagement within the residential estates, messaging to the universities and to our network of churches.
34. The E&I officer is supporting the development of a multi faith forum to bring together the various networks to improve information sharing and support. This important piece of work is being supported by the Safer City Partnership and being driven by our Community Policing Team. A presentation on the progress of this work will be given at the next E&I Board.

### **Professional Standards Department (PSD) Peer Review**

35. The E&I officer met with Chief Officer PSD to talk about how PSD can better ensure that it identifies any trends or patterns in its fairness and impartiality and discrimination complaint cases. This will better allow us understand these trends and to put actions in place to counteract them if required. In this way we can work to increase public satisfaction.

In order to do this we agreed that the Equality and Inclusion Officer will conduct a 6 monthly independent peer review of all fairness and impartiality and discrimination complaints in order to identify any trends or concerns in relation to this reporting. PSD will ensure that the Officer has the correct level of information available to them in order to complete this review within the PSD offices. The officer completing will complete a short report/ write up with the findings each time that will allow the PSD to decide on any action or learning required as a result. The review process will start in October 2017 to move in line with centurion (the PSD database) reporting periods.

### **Conclusion**

36. The Force continues to promote and raise awareness of equality and inclusion issues. The E&I officer supports the Force in developing policies and acts as conduit between the networks and the Force's strategic aims.

The team of diversity champions and SPOCS ensures that equality and inclusion becomes business as usual, with business areas taking the lead on initiatives. The E&I Board provide strong internal scrutiny, whilst your Lead Member and Committee ensures rigor and external scrutiny, holding the Force to account for this important area of business.

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# EQUALITY & INCLUSION STRATEGY

Policing in the Square Mile  
2017-2020



Delivering the City of London Police's Equality and Inclusion Vision:

*'To promote Equality, Diversity and Human Rights in all areas of our service enabling a culture of inclusivity and respect that is at the heart of everything we do, for our communities, for our staff and for our officers'.*

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## EQUALITY & INCLUSION STRATEGY 2017-2020

### Introduction

The City of London Police is committed to providing a policing service that is representative and meets the needs of our community. The City of London is a diverse place to live, work and visit and through the introduction of this strategy we will strive to deliver a high quality policing service that builds and maintains public trust and confidence.

We will through our culture and by having in place the necessary processes and procedures listen, learn and strive to improve to meet the needs of our diverse communities.

We will also aim to make the City of London Police an employer of choice for people from all backgrounds and cultures, ensuring our workforce is representative and enhancing overall performance.

Our society continues to become richer in diversity and it is important that as a police service we are best placed to meet those varying needs. This strategy is our commitment that to ensuring inclusivity and representativeness.

### Force 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.

### Force Values

**Integrity:** 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

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that the needs of our staff and the public are taken into account.

## Context

This strategy provides the framework that we will use to ensure our duties under the Equality Act 2010 are fulfilled within Force. It will provide direction for the Force Equality and inclusion Board to monitor so we will be able to define what success looks like based on the College of Policing Equality Improvement Model.

This Model has been evaluated by the Force to define our actions and measures we can undertake to deliver within our organisation and champion equality and inclusion within Force.

## Considering Equality & Diversity

### Our Equality Duty

As a public sector organisation the Force has a duty set out within the Equality Act 2010 to protect people from discrimination in the workplace and within society in general. We are required to comply with this legislation and in particular section 149 of this Act that sets out the Public Sector Equality Duty. This duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and to foster good relations between different people when carrying out their activities.

The Equality Act 2010 sets out 9 protected characteristics that we must consider as part how we work and deliver our services.

- Age
- Disability
- Sex
- Gender Reassignment
- Marriage & civil Partnership
- Pregnancy & Maternity
- Race
- Religion or Belief
- Sexual Orientation

## 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

## 2017 – 18 Force Priorities

We have set the following priorities based on the analysis of threats from our Strategic Assessment.

- Counter Terrorism
- Cyber Attack
- Fraud
- Vulnerable People
- Violent Crime
- Roads Policing
- Public Order and Protective Security
- Acquisitive Crime

To ensure that we can deliver against our priorities equality and inclusion will be a core aspect of considerations around policy, procedure and operational deployment so

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We have a duty to publish information on these characteristics to show compliance with the Equality Act 2010. Data on these will be captured within our Equality and Inclusion Dashboard and reported for senior managers to monitor and action before being published on our public website.

**Governance Oversight**

Oversight for the implementation of this strategy will be provided using the following structure: (A Diagram of this is contained within **Appendix A**)

**Assistant Commissioner**

The Assistant Commissioner is the Force Strategic Lead for Equality and Inclusion and approves the Force Strategy to drive through the organisation maintaining oversight of its implementation.

**Police Committee**

The Police Committee hold Chief Officers accountable for Force performance and will receive updates on the progress of strategy implementation

**Police Committee Lead**

The Police Committee appoint a Lead Member for Equality & Inclusion who sits on the Force Equality & inclusion Board to retain oversight of this area of work.

**Independent Advisory Group**

These are engaged to inform and develop the Force work in Equality and Inclusion providing independent advice and guidance for the Force to consider.

**Equality & Inclusion Board**

This board oversees the implementation of the Force Equality & inclusion Strategy and is chaired by the Assistant Commissioner.

**Equality & Inclusion Officer**

The Force dedicated resource for implementing and embedding EDHR principles within all that we do.

**Diversity Champions**

These are appointed within Force to assist in the implementation of our Equality & Inclusion Dashboard.

**Equality & Inclusion Directorate SPoCs**

Each Directorate has an appointed SPoC to act as a central point and assist our Equality & Inclusion Officer in undertaking their duties.

**Support Networks**

Our support networks will be engaged to capture how the work they do will support the implementation of our strategy and inform the development of our measures of success.

- Black Police Association
- Christian Police AssociationDisability Enabling Network
- LGBT Support Network
- Muslim Police Association
- Women's Network
- Health and Wellbeing Network

**Aspects of this Strategy**

This strategy is based on the College of Policing Equality Improvement Model. This sets out 3 themes which we will be using as the framework for our delivery plans:

- Operational Policing
- People and Culture
- Organisational Processes

Over the coming pages we will set out what we plan to do in each of these areas to promote equality and inclusion within our organisation and the City of London.



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**EQUALITY & INCLUSION STRATEGIC THEMES**

Strand	Our Aims	How We Will Achieve This
<b>Operational Policing</b>	<p>We aim to deliver services that are easy to access and that respond to and meet the needs of all our communities.</p> <p>We will improve the public's perception that the police treat everyone fairly and with respect and ensure that we work with our communities to understand and tackle their priorities.</p> <p>We will ensure that more offenders are brought to justice and that we support victims and witnesses through understanding of their specific needs.</p>	<p>We will embed our Community Policing model to work more closely with our partners and members of the community to understand their specific needs, including marginalised and emerging communities.</p> <p>We will measure the satisfaction of our service through regular interaction with our community partners, victims of crime and witnesses.</p> <p>We will ensure that our culture and values, underpinned by the code of ethics, are at the heart of everything we do.</p> <p>We will assess services, strategies and policies through Equality Impact Assessments and Community Impact Assessments to identify any disproportionate effect on service users (particularly protected groups).</p>
<b>People &amp; Culture</b>	<p>We will develop and sustain an organisational culture that recognises, respects and values diversity.</p> <p>We will continue to work to make our organisation more reflective of the community we serve and continue to think of new and innovative ways of achieving this.</p> <p>We will ensure our staff are sufficiently skilled to enable them to treat people fairly, professionally and with respect. Our organisation will be transparent and effective in our resolution of grievances and complaints to increase staff satisfaction and public confidence.</p>	<p>We will work with our partners and support networks to ensure that the workplace environment is inclusive to all.</p> <p>We will continue to support our internal leadership programme to encourage the development of our entire workforce.</p> <p>We will develop our recruitment, retention and progression processes to ensure we provide equality of opportunity for all.</p> <p>We will ensure that our staff and the public have confidence in our professional standards and procedures.</p>
<b>Organisational Processes</b>	<p>We will ensure that we have the processes and procedures in place to support the delivery of our objectives under operational policing and people and culture.</p> <p>We will ensure that our Senior Leadership Team take a robust and visible approach to managing performance against this strategy.</p>	<p>We will ensure that Equality and Inclusion measures under the Equality Improvement Model are included in the Performance Management Group framework for scrutiny.</p> <p>We will ensure the matters relating to Equality and Inclusion are scrutinised through the elected Police Committee and our Police Committee Equality representative.</p> <p>We will ensure a robust and supervised approach to Equality Impact Assessments and Community Impact Assessments.</p> <p>We will reflect on the work we do ensuring that we are in a continual process of professional development and improvement.</p> <p>We will continue to promote Equality and Inclusion through our Leadership Programme and new staff inductions.</p>

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## **STRATEGY IMPLEMENTATION**

### **National to Local Framework**

The College of Policing has published an Equality Improvement Model. This has provided the basis for the structure of this strategy and ensures that we will deliver the strategy in line with national expectations.

**Appendix B** sets out how the flow of the national strategy has been cascaded into the Force assumptions so that we will deliver on the national picture through our own local processes. This will ensure that we demonstrate how we are impacting Equality, Diversity and Human Rights within the Force and fulfilling our obligations under the Equality Act 2010.

### **Collating Our Evidence**

The Force Equality and Inclusion Officer will retain oversight of the EDHR Action Plan and be responsible for liaising with action owners to provide evidence on Force progress.

Each quarter the Force Equality & Inclusion Board will assess the progress against the EDHR Action Plan supported by the evidence collated and quality assure the Force assessment of each area. Should there be a need to progress actions the group will be able to report by exception to the Force Performance Management Group to raise awareness of issues and link to the wider performance framework.

Overtime our evidence base will increase and we will be able to track how EDHR matters are becoming fully embedded within everything the Force does both to support the public and our staff.

### **Conclusion**

As the Force Equality and Diversity Champion I fully support this strategy as it represents our formal commitment to ensure we promote equality, diversity and human rights in everything we do, enhancing the value of the services we provide to the public and making sure the Force fully represents the society we serve.

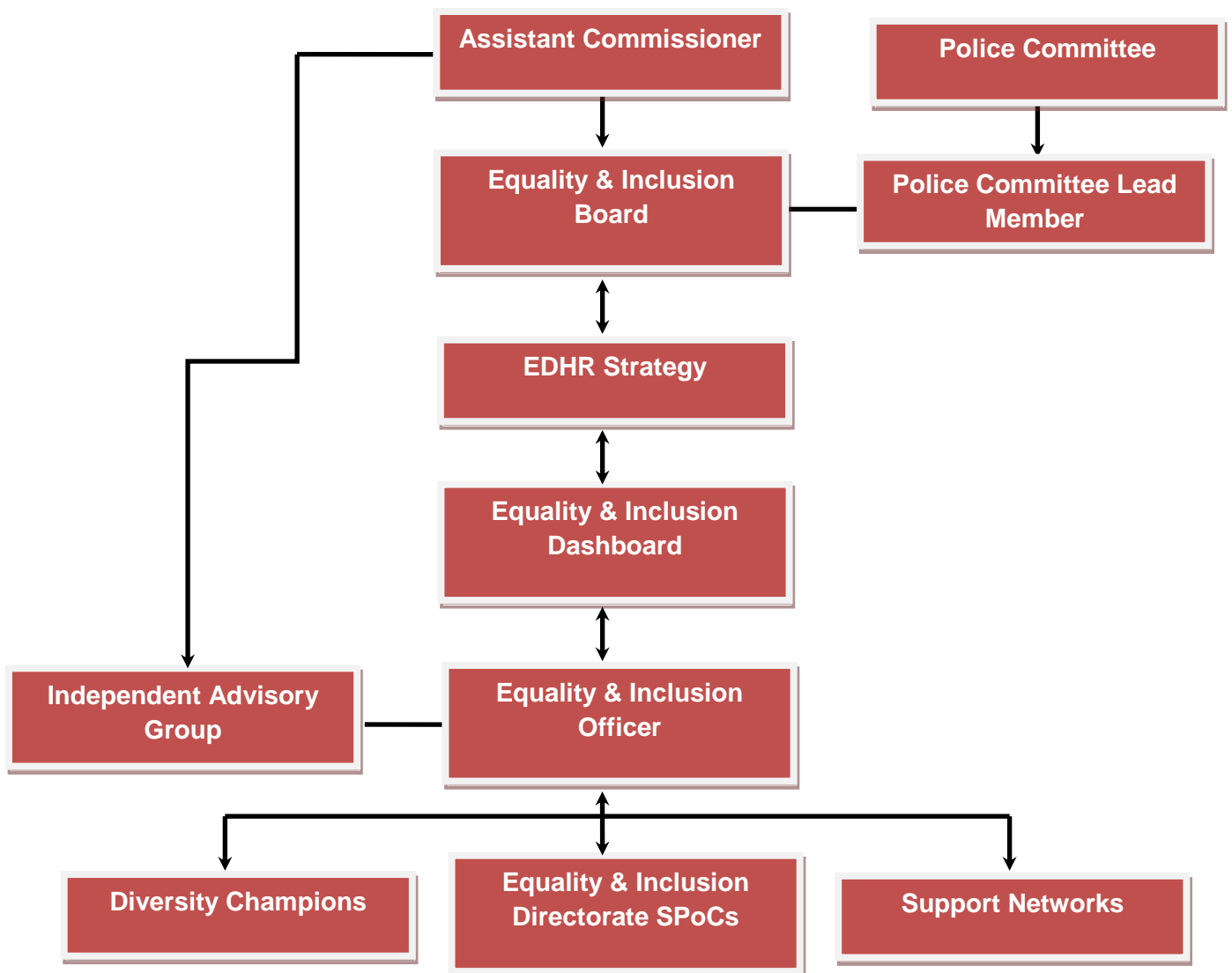
It is very important that as a Force we drive continued focus on equality and inclusion in all of the services we provide. Whether that is the way we police our communities, the way we treat victims of crime or the culture of our workforce. By embracing and understanding the richness of our diverse community we can build and maintain trust and confidence, and enhance our own performance.

We will act on the evidence collected as part of the monitoring of this strategy to ensure that we continually learn and improve. My aim is to deliver excellence to the public and be seen as an employer that values the views, skills and expertise of everyone.

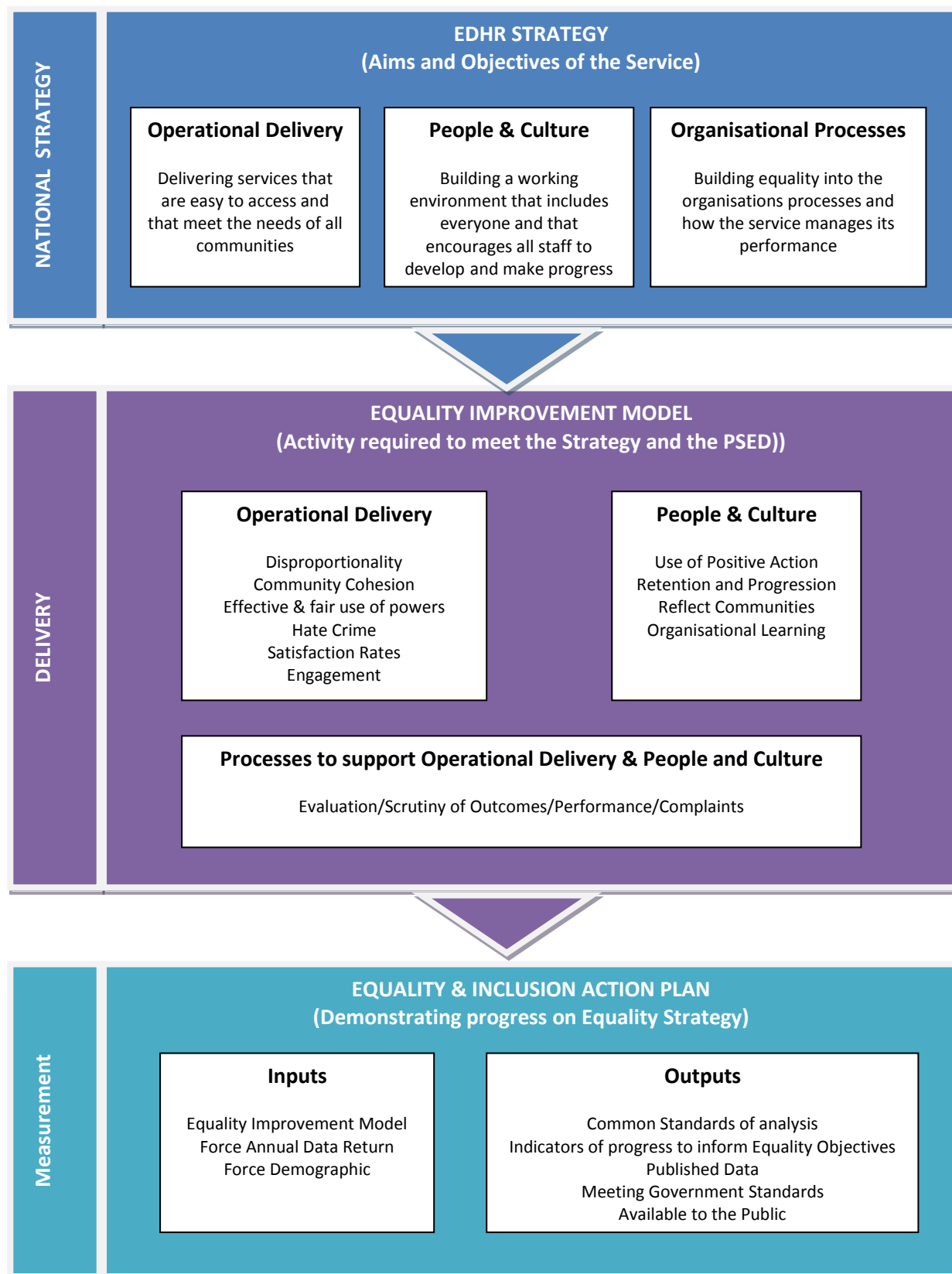
I fully support the delivery of this strategy and will work with senior managers and staff to ensure the principles of this document are cascaded across the Force and become the cornerstone of our vision.

**Alistair Sutherland**  
**Assistant Commissioner**  
**City of London Police**

## Equality & Inclusion Governance Structure



## Equality & Inclusion National and Local Framework



<b>Committee(s)</b>	<b>Dated:</b>
Planning and Transportation Committee – For decision Streets and Walkways Committee - For Information Police Committee – For information Health and Wellbeing Committee - For Information	March 21 <sup>st</sup> May 3 <sup>rd</sup> May 18 <sup>th</sup> June 16 <sup>th</sup>
<b>Subject:</b> Road Danger Reduction Programme 2017/18	<b>Public</b>
<b>Report of:</b> Director of the Department of Built Environment City of London Police Commissioner	<b>For Decision/ For Information</b>
<b>Report author:</b> Rory McMullan, Road Danger Reduction and Behaviour Change Manager	

## Road Danger Reduction Work Programme

### Summary

This report advises Members that the various engineering, educational and enforcement measures taken over recent years have achieved a reduction in the risk of being injured on the City's streets. This is particularly true for cyclists. However, the City's casualty targets are not based on reducing risk but rather on absolute numbers. This report advises Members that these absolute targets, set in compliance with the Mayor's Transport Strategy, will not be met by the target year 2020. This is unlike most London Boroughs, which have seen a sizable reduction in absolute casualty numbers over the last 5 - 6 years **(see Appendix 1)**.

There may be a number of reasons for this and this report advises that officers will be conducting a number of fact finding visits over the next few months including a number of visits to TfL and the highest performing Boroughs to see what lessons might be learnt.

In addition to the above, officers are proposing a wide range of measures aimed at reducing casualties further, these include:-

- Physical Engineering Measures
- Closer working with City businesses to target messages to City workers
- A broad range of Education Training and Promotion (ETP) including schools but particularly focused towards City workers
- Targeted enforcement by the City of London Police (CoLP)

It is expected that all of the above measures will contribute to reducing casualties on City Streets; but analysis of casualties over the last year makes it clear that one of the biggest issue to address is 'inattention'. It is proposed that 17/18 will see a particular focus on addressing inattention by all road users. To assist in this the Road Danger Reduction Partnership (RDRP) has developed a detailed communication strategy. The report explains that this strategy will have a dual focus; firstly on communicating road danger and safety messages to all road users ( City workers in particular), and secondly in promoting awareness of the programme of work the City Corporation is doing in its efforts to reduce casualties in the Square Mile.

Promoting awareness of the work the City Corporation is doing to reduce casualties on City streets is particularly important in addressing one of the corporate Red Risks, which is: “The City’s Reputation and credibility is adversely impacted with businesses and the public considering that the Corporation is not taking sufficient action to protect vulnerable road users; adverse coverage on national and local media.”

### **Recommendation(s)**

Members are requested to agree the following:

- The 2017/18 Road Danger Reduction Work Programme
- Agree the introduction of City Mark as part of the Considerate Contractors Scheme (CCS)
- Including Road Danger Reduction requirements(at Appendix 5) within Corporate contracts (subject to the agreement of the Finance Committee)
- Approve the Communications Strategy

### **Main Report**

#### **Background**

1. The City Corporation has agreed clear targets for reducing casualties on its streets. These are set out in the City of London Local Implementation Plan (LIP) 2011 and the targets are designed to be consistent with the Mayor of London’s Transport Policy.

The current targets require the City Corporation:

- to reduce the total number of persons injured in road traffic collisions to 30% below the 2004–2008 annual average by 2020, i.e., to a three-year rolling average of 258.0 casualties per annum by 2020.
  - to reduce the number of persons killed or seriously injured in road traffic collisions to 50% below the 2004–2008 annual average by 2020, i.e., to a three-year rolling average of 24.7 casualties per annum by 2020.
2. To put these figures into context the latest three year rolling average figures from 2013-2015 is a total of 374 casualties per annum and 53 KSI (Killed or Seriously Injured) per annum.
  3. The casualty totals remain high, but when evaluated against the number of vulnerable road users suggests that relative risk of casualty on City streets has declined.
    - From 2013 – 2015 there has been an estimated 14% increase in employment in the Square Mile.
    - In 2012 there was one injury for every 948 employees, in 2014 one injury for every 1060, and in 2016 one for every 1190 employees.
    - The fall in risk is most notable in cycling. From 2014 – 2016 there has been an estimated 19% increase in cycling numbers (now almost 25% of vehicular trips in the City and over 50% of traffic at peak times). The

number of cyclist KSI has meanwhile declined from 23 in 2014 to 11 in 2015 and an estimated 13 in 2016.

4. Whilst relative risk has decreased, it is still too high, and due to the predicted increase in commuters when Crossrail opens, there is no room for complacency, and reducing road danger remains a high priority.
5. Major projects such as Bank Junction and Aldgate will significantly improve road safety; for example officers believe a 50-60% casualty saving is achievable at Bank junction (on average between 11 and 13 casualties a year saved). Works such as the two-way cycling routes and Quietways aim to shift cyclists onto less busy routes, which should assist in a further reduction in cyclist casualties.
6. The impacts of the various measures carried out in recent years arguably led to the decrease of -22% in KSI casualties seen in the City in 2015, compared to a reduction of 3% in Greater London as a whole. However, provisional figures for 2016 show a rise of 14%, which demonstrates that a year on year trend of reduced casualties is not yet established.
7. Determining the factors responsible for delivering reduced casualty numbers requires research, but the introduction of 20mph speed limit, major works such as Holborn Circus, targeted police enforcement, extensive educational work on the dangers of blind spots for large good vehicles through FORS (Fleet Operators Recognition Scheme) and the development of Cycle Super Highways will have all contributed to improved cyclists' safety.

### **Current City casualty analysis**

8. In considering casualties it is important to be aware of the current profile of casualties in the City by mode.

(See Appendix 2 All CoL Road Casualty Data 2014/15)

Summary:

The data can be broadly summarised as follows:

KSI injuries occur across all vulnerable user modes.

By relative risk;

- Motor-cyclists are the most likely to be injured, followed by pedal cyclists and pedestrians the least likely.

By total number;

- Pedestrians have the highest incidence of fatal or serious injuries; followed by pedal cycles and Powered 2 Wheelers (P2W).

Measured by vehicle involved;

- All vehicle types are involved in collisions with vulnerable road users; Goods Vehicles are disproportionately responsible for serious or fatal injuries, while cars and taxis also have a high incidence of causing injury to vulnerable road users.

Other items to note:

- There were 20 recorded injuries to Public Service Vehicle occupants (bus passengers) in 2015, of which 3 were serious. Evidence has shown that this is due to passengers falling over due to sharp acceleration or deceleration. This is an improvement from the 2012 – 2014 rolling average of 23.3 injuries, which may be partially attributable to the introduction of the 20 mph limit.

Note: This data in Appendix 2, which has been used to prepare the above summary, does not show causational factors. Pedestrian inattention is the most common cited causational factor in City casualties as recorded by CoLP investigating officers.

9. When measured by time of day, peak times and lunch time are the most common time of day for collisions that cause injury. This is when the highest numbers of vulnerable users are on the streets, and therefore is not a measure of proportional risk, but does guide us when to focus efforts.
10. It is proposed that for the development of the RDR and Active Travel Strategy 2018-23, a full study of the recent Police 'Stats 19' Causational Factors for collisions between different modes is undertaken. This will assist in identifying any new collision trends and in turn help inform the behaviour change needed and the engineering interventions required to reduce collisions in the Square Mile.

### **Update on the delivery of the 2016/17 Work Programme**

11. In 2016/17 a full programme of Education Training and Promotion (ETP) measures has been delivered by the DBE Road Danger Reduction Team (RDRT) and the City of London Police (CoLP). A list of some of the successes delivered are listed below:
  - The development and launch of the Active City Network
  - The development of the City Mark Pilot scheme to improve compliance to the Construction Logistics and Community Safety scheme for goods vehicles.
  - Monthly Exchanging Places events as part of Operation Atrium training cyclists in relation to the dangers of blind spots
  - 30 road shows at businesses and on street promoting safer behaviours to City Workers
  - City wide Road Safety campaign delivered in partnership with the CoLP – covered in London media
  - 2 x professional seminars hosted by City businesses



- Pedestrian training, cycle training and Youth Travel Ambassador development for the five schools in the City.
- Adult Cycle Training delivered to 162 City workers and residents
- Road Safety participation at major events including: Ride London, Lord Mayors Show and St. Patricks Day parade
- Campaigns – ‘Light Angels’, ‘taxi and bikes looking out for each other’, and launch of the ‘Direct Vision Lorry’ and ‘Active City Network’ were covered in local London media outlets. (London Standard, City Matters, BBC London and London Live).

### **Current TfL guidance**

12. In 2017, according to their Business Plan, TfL are adopting a ‘Vision Zero’ approach to road safety. The long-term vision is to see London’s roads free from death and ‘preventable’ serious injury. TfL’s Vision Zero means reducing the dominance of vehicles on our streets to minimise the risks they pose to vulnerable road users.
13. This is part of their Healthy Streets approach, whereby a ‘whole-street’ approach is needed to make streets more inviting for walking and cycling. Less traffic is proposed to make streets safer and more attractive for walking, cycling and using public transport.
14. Over the next 5 years TfL will implement new safety standards for buses, enhance conditions for vulnerable road users by tackling their highest risk junctions, and oversee the introduction of more 20mph limits.

### **The City’s 2017/18 Road Danger Reduction Programme**

15. It is proposed that the 2017/18 work programme undertake the following work-streams:
  - Engineering measures to target the most dangerous junctions
  - Business engagement – working with City employers to influence behaviour of City workers.
  - Working with the freight sector to improve driving and vehicle design
  - Behavioural change to target the factors that lead to collisions
  - Continued targeted enforcement by the City of London Police
  - Research to develop the City’s 2018 – 2023 Road Danger Reduction and Active Travel Strategy

A short summary of what these activities will include is as follows:

### **Engineering measures**

#### **16. Background:**

Engineering measures can deliver real reductions in casualties; however the City Corporation has now tackled or is tackling the worst junctions for safety; such as Holborn Circus, Aldgate and Bank. The next worst junction is Newgate Street where improvements are likely to deliver no more than a

saving of 3 casualties a year. However, such engineering measures should be continued as we move towards a Vision Zero City.

**17. Proposal:**

A list of engineering measures that support RDR has been compiled for the 2017/18 Work Programme. This can be seen in Appendix 3 Engineering Work Programme 2017/18

**18. Business Engagement – Active City Network (ACN)**

**Background:**

To support effective engagement with City workers, in 2016 we established an Active City Network of employers that support our objectives in making the City a safer and more pleasant place to commute.

Employers are the destination point for the estimated 400,000 plus City workers. Working in partnership with employers will therefore be one of the most effective ways to get road safety messages across. Businesses have a clear interest in reducing casualties involving their staff. Businesses increasingly recognise this, and we now have over 70 businesses engaged in the Active City Network, with over 120 delegates attending our last seminar.

**Proposal:**

It is proposed that efforts are made to expand the reach of the Active City Network, and work in partnership with employers to develop behavioural campaigns to encourage safer behaviours while travelling on City streets. We propose hosting a major ACN event at Guildhall in June where the newly appointed Walking and Cycling Czar, Dr. Will Norman will keynote.

Through the ACN we propose to develop best practice guides for employers, showing what the best employers can achieve reducing numbers of deliveries and better trained drivers, and cyclists.

We propose to organise networking seminars and offer incentives for employers to train their staff on safer more considerate cycling, driving and engage with staff on pedestrian inattention. We will also approach businesses to support the network by hosting best practice seminars.

It is also envisaged that through this network we will be able to introduce elements of safer deliveries through 'Van Smart' which is a newly developed part of Fleet Operators Recognition Scheme (FORS), to improve driver training, monitor vehicle safety features.

**19. Working with the Freight Sector to improve Work Related Road Safety**

**Background:**

Goods vehicles have been disproportionately represented in the KSI and all casualty statistics for a number of years. As the largest vehicles on the streets, they input the most danger onto the network and therefore sit near the top of our Work Plan.

The City Corporation is one of the leading organisations in managing safer freight deliveries. We are registered as Gold status in the Fleet Operators Recognition Scheme (FORS) and are a Construction Logistics and Community Safety (CLOCS) Champion. The City Corporation have been working with TfL and leading manufacturers on development of safer direct vision goods vehicles, the use of which will be promoted through the City Mark scheme.

The City of London Police also support the compliance of goods vehicles and drivers to road safety legislation through the activities of the commercial vehicles unit which stopped over 1200 goods vehicles in 2016.

**Proposal**

We are proposing two new initiatives that aim to improve the safety of freight movements within the Square Mile and which, if approved, will run throughout 2017/18

20. City Mark rollout – extension to Considerate Contractors Scheme (CCS)

21. Adding Road Danger Reduction requirements within Corporate contracts

**20. City Mark rollout**

In 2016/17 the City Mark pilot scheme developed focus groups of leading fleet operators, contractors and developers to progress a scheme which will reward the contractors, sub-contractors, drivers and banks men for focusing on the safety of the goods vehicles making deliveries to and from the sites. This has been integrated into the City Corporation's Considerate Contractors Scheme (CCS).

- As part of the pilot we have identified a list of criteria to rank sites in terms of compliance to CLOCS and FORS. Interviews with twelve development sites in the Square Mile have been carried out to determine levels of compliance with CLOCS. This data will be used to reward the best Contractors, Fleet operators and Construction Logistics to be awarded at the 2017 CCS Awards scheme.
- One of the key outputs is the development of a Work Related Road Safety sign to be fixed to site hoardings alongside the Site Safety signs which will advertise to the public the commitment of contractors / developers to road safety. This will be a visual representation of what the contractors are

delivering in terms of road safety. (See Appendix 4)

- It is proposed that the City Mark pilot scheme be adopted by the Corporation and rolled out to all development sites in the Square Mile in 2017/18

**21. Adding RDR clauses to City Corporation Procurement:**

In order to support the City Corporation's Road Danger Reduction Plan, it is proposed that road safety requirements be included in relevant contracts for the delivery of goods, services or works during the next financial year. This will help ensure safer drivers and vehicles supplying the City, and is in line with the City's Responsible Procurement Strategy. It is also an agreed mitigation measure to address the Corporate Risk (currently red) referred to in paragraph 25 below.

22. The City Corporation will use procurement and contractual mechanisms to ensure that all relevant contractors take active steps to address the safety of construction vehicles used in the execution of their contracts. This would include hiring/ leasing/ buying/ retrofitting vehicles with relevant safety features or working towards compliance with initiatives such as the FORS, the CLOCS Standard and/or TfL's Work Related Road Risk (WRRR) requirements.

23. By making FORS a requirement for deliveries made by suppliers to the City Corporation, we will demonstrate continued leadership in the management of safer goods vehicles in London. The City Corporation will be following a number of our key stakeholders, such as TfL, neighbouring Boroughs and Crossrail in implementing this change. The City Corporation is recognised as a leader in the field of work related road safety, it is a CLOCS Champion, and has FORS Gold Accreditation. This measure will further support our status in this field.

24. The Road Danger Reduction team will support contractors in terms of advice and providing or referring them to relevant training. We propose to provide internal staff training on how to undertake spot checks to make sure requirements are being implemented. The Road Danger Reduction team can also provide colleagues throughout the City Corporation with advice on working with contractors to support them achieving FORS recognition.

25. The detail of the proposed requirements to be added to the terms and conditions of relevant contracts and also to be referred to in the 'Invitation to Tender' guidance are outlined in Appendix 5. Whilst it is considered unlikely that this requirement will have any financial implications this matter will, if approved, be referred to the Finance Committee for their consideration prior to implementation.

**26. Behavioural interventions – RDR Communications Strategy**

**Background:**

The restructuring of the City Transportation section in 2016 boosted the Behaviour Change capabilities of the Road Safety team. The aims of this work stream are to increase the awareness of all road users to road danger and in

particular to the dangerous behaviours that lead to collisions which cause injury. An example of a behaviour that can be targeted in this is 'Inattention' which the City of London Police estimate is a factor in more than 50% of collisions which cause injury.

**Proposal:**

It is proposed that a series of high profile events, campaigns and communications be organised in 2017/18 following the approach outlined in the RDR Communications Strategy. (See Appendix 6) The Strategy was developed through the Road Danger Reduction Partnership (RDRP) Board with input from the City Corporation and City Police Communication teams.

27. The purpose is to agree an overall approach for communications that supports and enhances the activity of the RDRP; specifically communications activity undertaken by the RDRT and The City of London Police. This is to directly address the Red Risk for the Corporation as regards road safety.

The Red Risk effect is identified as: "The City's Reputation and credibility is adversely impacted with businesses and the public considering that the Corporation is not taking sufficient action to protect vulnerable road users; adverse coverage on national and local media."

28. The Communications Strategy provides a structure to support officers in working towards a key aim of making our roads safer for all users and the strategy covers the following approaches:-
- a. *Building on the success* of the current plan and taking inspiration and learning from notable road safety campaigns from across the UK and elsewhere
  - b. *Focusing on the twin aims* of increased awareness leading to behaviour change by road user groups and increased awareness and profile for the work the partnership is undertaking, so key stakeholders are engaged and supportive of road danger reduction initiatives
  - c. *Creating consensus and buy-in* from the interest groups for all road users by promoting and agreeing a set of key principles to underpin all our communications
  - d. *Creating a brand model* that allows all communications campaigns from the RDRP to sit under a single public-facing brand platform, with an overarching, positive message. We recommend that this platform is 'Safer in the City', which is already in use by the team
  - e. *Developing and implementing* a series of campaigns built on creative hooks (interesting angle which draws attention) with the twin aims of raised awareness and behaviour change amongst road users, and increased awareness and profile with stakeholder and broader public audiences
29. The Communications Principles that feed into this are:
- o Equal but different - In our communications, we treat all road users as having equal rights but different experiences and levels of

responsibility. The larger your vehicle, the greater your responsibility to travel with care and look out for other road users

- Safer and better - Our ambition is to reduce harm and create a more pleasant street environment for all users. It is not about zero harm on its own and our communications needs to reflect this twin ambition
- We are all in this together - When we encourage road users to change their behaviour, we encourage the change in all road users, not singling out one group
- Using the power of We – We can't effectively engage all our road users directly, so we will prioritise encouraging and supporting stakeholders to communicate our messages to their audiences, starting from the members of the RDRP and the Active City Network working out through other key influencers and leaders in the City and the surrounding London area. We will use their authority and authenticity to increase the reach and impact of our message
- Evidence based – All of the communication we produce, for both behaviour change and awareness raising campaigns, is based on a solid, robust evidence base. This base will include our own stats and insights supplemented by those from analogous places, contexts and campaigns
- Focus on what works – We learn from successful behaviour change and awareness raising campaigns
- Raise awareness not fear – The City of London is a very safe place to travel through and around, whatever type of road user you are. Based on numbers of vulnerable road users, by relative risk, the City is safer than most outer Boroughs for walking and cycling. The balance of our communications will encourage road users to change their behaviour without increasing their fears around safety

### **30. The DBE Road Danger Reduction Team Action Plan - ETP Events and Roadshows**

#### **Background:**

The City Corporation provides Education Training and Promotion (ETP) safety training for school children, for City workers and residents. In 2017/18 the budget for the Department of the Built Environment (DBE) Road Danger Reduction Team (RDRT) ETP programme to be funded from the TfL Local Implementation Plan (LIP) budget has been increased from £70K to £120K.

#### **Proposal:**

It is proposed that the work programme for the Department of the Built Environment's Road Danger Reduction Team (DBE RDRT) be focussed on the engagement with City workers through road-shows and events. We propose the team continues to support major events such as Nocturne, launch of new safer infrastructure such as the Quietways and Bank, and work with business networks to promote awareness of road danger reduction within the City worker community through the Active City Network.

It is proposed that the team support delivery of a communications strategy and of the Work Related Road Risk activities including supporting changes to include RDR in procurement and the roll-out of City Mark

It is also proposed that the team deliver a communications campaign focussed on inattention.

A prioritised list showing items where TfL LIP funding will be allocated for ETP activities to be delivered by the Road Danger Reduction Team in 2017/18 is included at Appendix 7. It should be noted that any underspend on those items shown as funded will be directed toward delivery of the Priority 2 items listed as will any other funding from TfL or the private sector that becomes available.

### **Targeted Enforcement**

#### **31. Background:**

The CoLP support the delivery of the Road Danger Reduction Plan through regular enforcement campaigns, which are supported by Education, Training and Promotion delivered by the City Corporation.

In 2016 the CoLP Commercial Vehicles Unit stopped and checked 1229 Goods vehicles in 2016. Of these 815 were found to be non-compliant with a total of 1828 recorded offences. This supports the educational and promotional work the City Corporation is delivering through City Mark.

A full programme of targeted enforcement activities in 2016/17 can be seen in Appendix 8

#### **32. Proposal**

It is proposed in the 2017/18 work programme that the CoLP continue to work in partnership with the RDRP to deliver effective enforcement of road offences, 20 mph limit enforcement, HGV, driver distraction and cyclist misbehaviour.

A coordinated programme of ETP and enforcement activities is proposed to maximize the effectiveness of enforcement campaigns.

A full programme of joint activities delivered in partnership between the CoLP and DBE RDRT can be seen in Appendix 9

### **Research - Road Danger Reduction and Active Travel Strategy 2018 – 2023**

#### **33. Background:**

While a comprehensive programme of RDR activities over recent have had an impact on relative risk, total casualties are too high.

Since the 2013 RDR Plan there have been major changes. The street network has changed after the introduction of the Cycle Super Highways, two-way cycle network and the Quietways. Driver behaviour has modified with the introduction of the 20mph limit. Changes have also been seen in the make-up of the traffic with a surge in numbers of pedestrians and cyclists. Finally, a new administration in City Hall has adopted Healthy Streets and Vision Zero approaches.

#### **34. Proposal:**

It is proposed that due to the many changes since 2013 an updated RDR and Active Travel Strategy be developed to cover 2018-2023.

The aim will be to fully research the latest best practice, understand the real and perceived dangers in the Square Mile, to develop a comprehensive approach which will see significant impacts on safety in the City. It is anticipated that an initial draft for Member consultation will be prepared in July 2017.

35. Research and Surveys: As part of the development of the Strategy and to assist development of a targeted behaviour change programme, surveys and research will be commissioned to understand the situation both in terms of attitudes towards travel and perception of danger.

36. Reviewing and learning from the successes of others

This would include visits to central London Boroughs and TfL and establishing international links with cities such as New York to learn from best practice in terms of delivering a Vision Zero policy as outlined in the RDR Plan and recently adopted by TfL.

#### **Conclusions**

37. The City has challenging casualty reduction targets, which when considered against the fast rising number of vulnerable users will require a collaborative and ambitious approach to achieve.

38. The opportunity for engineering solutions on City streets to achieve major impact on casualties is becoming more limited as we improve the design of key hot-spots. Casualties are spread across the City streets and 41% (latest 2015 figures) are on TfL controlled routes (TRLN) where the City Corporation have limited powers to deliver engineering solutions.

39. In addition to the importance of casualty reduction the City also has a Red Risk which is, "damage to the Reputation to the Corporation as not being seen to be doing enough on Road Danger". This report therefore recommends adoption of a new Communications Strategy which it is hoped will deliver a high profile programme to raise awareness of Road Danger Reduction activities with the City's community and change behaviour and



attitudes towards risk. It is proposed that delivery of this strategy begin in 2017/18

40. To counter the threat posed by Goods Vehicles we propose continued working with the developers in the City to increase the compliance of their supply chains of safer Freight through City Mark, and changing our own procurement to include FORS requirements.
41. We propose that to influence the behaviour of their employees on the commute and encourage adoption of safer freight policies on deliveries; working with employers in the City will be effective. The Active City Network has been established, and it is proposed that a focus should be on growing the reach and activities of this body.
42. Due to the complexity of the issues faced, it is proposed that a programme of research is undertaken from neighbouring authorities, and wider afield, to input into the development of a Road Danger Reduction and Active Travel Strategy 2019 – 2024. Active Travel (walking and cycling) represents the majority of trips made in the City and both cycling and walking rates are seeing significant growth, therefore it is proposed that protecting these vulnerable users should be our focus.
43. Change in policy from key partners such as GLA and TfL, (Vision Zero to Road Safety, and Healthy Streets for Active Travel), new infrastructural developments such as the Quietways and Cycle Super Highways, are changing the landscape. It is proposed that the development of new Road Danger and Active Travel Strategy is required to make a long term impact on Road Danger. It is proposed that this strategy be reported on later in the year with a view to adopting it for 2018 – 2023
44. The full programme of measures to be delivered by the partners of the Road Danger Reduction Partnership is set out in the Appendices 3 (Engineering), 6 (DBE ETP Programme) & 8 (Joint ETP Programme with the CoLP)

## Appendix 1 Central London Authorities performance by KSI 2020 targets over baseline

Borough name	Borough baseline period	Borough baseline KSIs	Borough long term (LIP) Target Year	Borough forecast KSI casualties in 2020 and % change*	2015 KSIs	% change in 2015 over borough baseline
City of London	2004-08	49	2020	25 (-50%)	43	-13%
Westminster #	2006-08	284	2018-20	171 (-40%)	135	-52%
Camden #	2007-09	123	2018-20	92 (-25%)	76	-38%
Islington	2006-08	89	2020	55 (-38%)	89	0%
Hackney	2007-09	131	2030	80 (-39%)	82	-37%
Tower Hamlets #	2007-09	134	2018-20	85 (-37%)	68	-49%
Greenwich #	2004-08	120	2020	89 (-26%)	54	-55%
Lewisham #	2007-09	116	2018-20	97 (-17%)	53	-54%
Southwark #	2004-08	140	2018-20	93 (-34%)	89	-36%
Lambeth #	2004-08	175	2020	118 (-32%)	99	-43%

## Appendix 2: All Road Casualty data for the City of London 2014 - 2015

CLASSIFICATION	January to December 2015				January to December 2014			
	FATAL	SER.	SLIGHT	TOTAL	FATAL	SER.	SLIGHT	TOTAL
PEDESTRIANS		23	93	116	1	18	98	117
PEDAL CYCLES	1	10	128	139	3	20	115	138
POWERED 2 WHEEL		6	45	51		8	71	79
CAR OR TAXI		1	50	51		2	27	29
P.S.V.		3	17	20		2	21	23
GOODS			9	9		1	3	4
OTHER				0			1	1
Total Casualties	1	43	342	386	4	51	336	391

## Appendix 3: Proposed 2017/18 RDR Engineering schemes and activities

Scheme location & description	Expected output	Anticipated delivery date
City-wide. Analysis of collisions at hotspots across the City's highway network. This also includes consideration of potential engineering measures to improve road safety.	Collision trends (if any) and potential engineering measures identified.  Provide feedback to inform other road safety activities	Mar-18
Newgate Street/Warwick Lane junction.	Implementation of a signalised junction.  Expected to save an average of 2.6 collisions per year.	Summer 2017

Puddle Dock/Queen Victoria Street. Detailed options, design and enabling works to reduce collisions	Detailed options evaluated, measures designed and approved for implementation.  Commence enabling works	Mar-18
City-wide. Design & implement measures to reduce collisions.  Potential sites include: Holborn Viaduct/Snow Hill Cheapside, London Wall, Cannon Street & West Smithfield	Locations and RDR engineering measures evaluated.  Designs approved and implemented where possible.  More complex measures for further development in 2018/19	Mar-18
Cycle Quietways Phase 2	Routes identified & outline options approved	Mar-18
Other cycling improvement measures	Improvement measures identified & delivered	Mar-18
Facilitation of TfL's North - South Cycle Superhighway Phase 2	TfL delivers their N-S Phase 2 Cycle Superhighway.  Measures which benefit the City is incorporated	Mar-18

#### Appendix 4: City Mark example Road Safety sign for building site hoardings

**CityMark**  
**Hoarding Panel**  
With QR Code  
Blue and yellow icons.  
Green title with  
red footer bar.  
This design is  
proportionate to  
1220 x 1500mm  
landscape format.



## Appendix 5 - Road Danger Reduction within Corporate contracts

Contracts in scope:		Vehicles in Scope	Contract duration	Requirement	Deadline
Contracts involving the delivery of goods and services £250k and above	Works contracts valued at £400k and above	3.5 tonnes and above	6 months and longer	Contractors are required to register with the Fleet Operator Recognition Scheme (FORS) and to have achieved Bronze accreditation or scheme, which in the reasonable opinion of the corporation, is an acceptable equivalent to FORS. The requirement must be cascaded to any relevant sub-contractors.	Within 3 months of the start of the contract.
			3 years and longer	Contractors are required to progress to Silver accreditation under the FORS or a scheme, which in the reasonable opinion of the City Corporation, is an acceptable equivalent to FORS. The requirement must be cascaded to any relevant sub-contractors.	Within 18 months of the start of the contract.

## Appendix 6

Road Danger Reduction Communications Strategy – See separate document

## Appendix 7 – DBE Road Danger Reduction Team – Action plan 2017/18

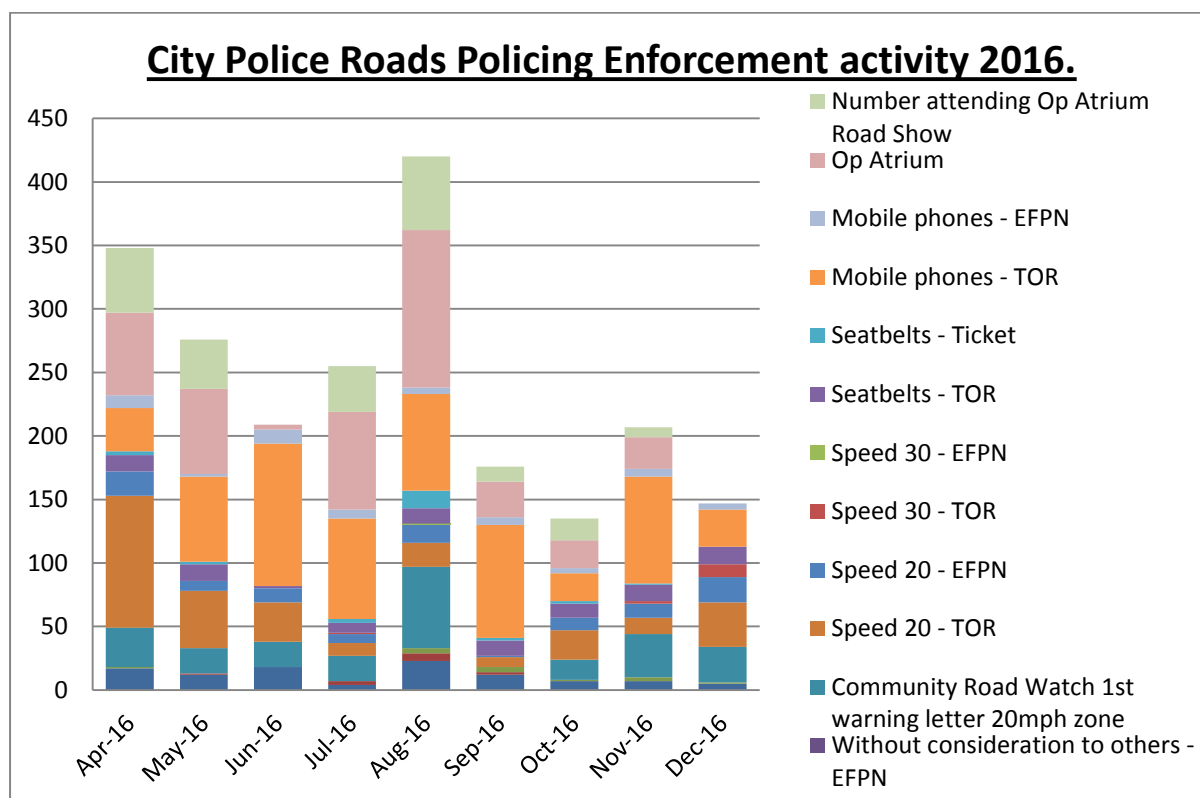
TOP PRIORITY ITEMS – which can be funded from current LIP Allocation			
Priority	Activity	Partnerships	Cost
1	Road Danger Reduction and Active Travel Strategy – Consultation with members, key stakeholders, experts and practitioners	Planning and Transportation Committee Streets and Walkways Committee Road Danger Reduction Partnership Active City Network	£5K
1	Research to input into Strategy and to inform Work Programme delivery – Attitudinal Surveys, Stake-holder meetings, desk-top study, consultation with academics and senior practitioners.	TfL, City Police, RDRP	£10K
1	Business Engagement - Active City Network – expand engagement with City employers to provide channel for communications about road danger. Organise seminars and networking events for businesses, Produce Best Practice Guide for businesses Promote the Active City Network, expand membership Develop package of support for businesses – induction for new staff, cycle training, management of freight deliveries	RDRP City Employers City Police	£25K
1	Community Engagement – promote road danger reduction through activities at major events. (Nocturne, Ride London, Lord Mayors Show, Open House, St. Patricks Day)	Multi-partnership	£5K
1	City Mark – Work with developers, fleet operators, contractors to increase compliance with Construction Logistics Community Safety and Fleet Operators Recognition Scheme to improve safety of supply chain	Developers, TfL, Highways team, CCS	£45K
1	Support City procurement in implementing Fleet Operators Recognition Scheme (FORS) for deliveries on all new contracts – develop engagement, e-learning and workshops for departments and suppliers affected	City Procurement – essential to allow influencing of other employers	£5K
1	Communications Plan delivery – City Wide Campaign – Targeting all road users to ‘Make Eye Contact’	Launch a targeted campaign with on street events, press releases, engagement	£25K
1	Driver Assessments for all City of London Corporation drivers develop e-learning and assessments for all City drivers	All Departments – led by Transportation and Cleansing	£0 (cost neutral)
<b>Total Cost High Priority items</b>			<b>£120K</b>

## Appendix 7 – DBE Road Danger Reduction Team – Action plan 2017/18

### Second & Third Priority Items – dependent on funding being secured from Sponsorship or TfL grants

1 (but high level of difficulty)	Multi-channel marketing campaign on Road Danger Reduction. Launch at a major event as part of the European Mobility Week in September. Envisaging part of the City without traffic, combined with cultural events. Propose at Bank or Eastern Cluster. Coordinate with Open House, City Cultural teams, Guildhall School of Music, Lord Mayors Appeal, Active City Network.	All City departments, GLA, TfL, European Cities, Open City, Mainstream media, Barbican, Guildhall School of Music	£100K
1 (funding being sought)	Cycling campaign – Launch and Promotion of Quietways – encourage cyclists to use the Quietways as a safer route to work – launch event at Guildhall coordination with Nocturne, City Cultural hub	All departments	£35K
2	Motorcyclists – Safer riding campaign in spring – promote safer motorcycling training – engage with delivery riders	City Police	£5K
2	Pedestrian Campaign – As part of Make Eye Contact develop a campaign to target pedestrians through distribution of branded umbrellas outside of main train stations	Active City Network – Living Streets (Pedestrian Association)	£5K
2	Operation Atrium – Changing Places – support with roadshow giveaway items	City Police	£5K
3	Continue the campaign on improving taxi driver behaviour (avoid U-turns, giving cyclists room, look for cyclists before opening doors) – extension to Uber and Addison Lee	LTDA	£5K
3	Promotion of 20mph Awareness	Active City Network	£5K
<b>Items with no financial cost – staff time only</b>			
1	Bank Junction - Support the promotion of the changes during the Experimental Traffic Order	Major projects	£0K
2	Schools – Work with schools to deliver pedestrian training, awareness of sustainable modes of travel, Youth Travel Ambassadors.	Schools	£0K
2	Better Air Quality promotion - Support the air quality initiatives around the LEN	Air quality team	£0K
1	Data and seasonal led activities –monitor data and seasonal trends to develop appropriate interventions	RDRP	£0K
1	Deliver Road Safety Audits to review the safety of new projects from design phase through to completion	Major Projects Network performance	£0K
2	Highway Monitoring – constant review of existing roads for safety	Highways	£0K
<b>BUDGET shortfall</b>	<b>To be made up through applications of grants and sponsorship</b>		<b>£160K</b>

## Appendix 8 CoLP Roads Policing Enforcement Activity 2016/17



## Commercial Vehicles Enforcement Activity 2016/17

		Cvu Ops Per Month	Vehicles Stopped	Number with Offences	Number of Offences
January		16	111	62	92
February		10	87	63	110
March		12	117	89	167
April		11	83	58	136
May		11	116	74	189
June		16	136	79	209
July		13	121	89	222
August		8	70	49	117
September		14	91	63	122
October		12	91	60	105
November		15	105	69	165
December		14	101	60	194
Total		152	1229	815	1828

## Appendix 9 Department of Built Environment Road Danger Reduction Team in partnership with the City of London Police Work Programme 2017/18

### Notes:

1. DBE - RDRT is City Corporation, Department of Built Environment Road Danger Reduction Team
2. CoL Police is the City of London Police – various divisions and teams
3. Lead may be joint between the Road Safety Team and Police and mutually supportive
4. Some activities are delivered by Police under 'business as usual', then a campaign when intelligence indicates requirement. For example cycle lights enforcement in October and November each year
5. TISPOL is the European Traffic Police Network

### Generic Activities

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



## Medium Term Activities

Activity Location	Period	Lead	Stakeholder / Location
Active City Network meetings and activities	TBA – typically monthly June and September for seminars	DBE – RDRT	User Groups, CoL, CoL Police
Safer City Partnership meeting	As scheduled	DBE – RDRT and CoL Police	
Capital City Cycle Safe Campaign	Every other month – complements Operation Atrium inc cycle and vehicle driver behaviour	CoL Police	DBE – RDRT
Bikability Cycle Training for children and adults	All year subject to demand	DBE – RDRT	
Tourist Cycle and Pedestrian Campaign. Includes Op Coachman and Op Tourist	Ongoing HGV checking complemented by Mar, Jul for Coachman and Tourist resp.	CoL Police	DBE – RDRT
Bike Safe – bike registering	TBA	COL Police	
Bus and Trucks – TISPOL	Jul, Oct		
Speed Campaign – TISPOL	Apr and Aug	CoL Police	
Seatbelts – TISPOL	March and Sept	CoL Police	
Drink/Drug drive TISPOL	June And September	CoL Police	
Carrying Dangerous Goods	Feb, Apr, Dec	CoL Police	
'Happy Feet' Pedestrian Training	Jan & Feb	DBE – RDRT	
Make Eye contact Campaign	September - December	DBE – RDRT	CoL Police

### Major Events supported by the Road Danger Reduction partnership

National Bike Week	June	DBE – RDRT	CoL Police
Nocturne cycling event	June	DBE – RDRT	CoL Police
Quietways Launch	June	DBE – RDRT	CoL Police
Ride London	July	DBE – RDRT	CoL Police
Open House	September	DBE – RDRT	CoL Police
European Mobility Week	September	DBE – RDRT	CoL Police
Lord Mayor's Show	November	DBE – RDRT	CoL Police
BRAKE (Road Safety week)	November	DBE – RDRT	CoL Police
St. Patricks Day Parade	March	DBE – RDRT	

# Road Danger Reduction Communications Strategy

**Produced by the City of London  
Corporation on behalf of the Road  
Danger Reduction Partnership**

# CONTENTS

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Executive summary	<b>3</b>
<b>1</b> The context for this strategy	<b>6</b>
<b>2</b> Strategic aims and communications goals	<b>11</b>
<b>3</b> Strategic approach	<b>13</b>
<b>4</b> Monitoring and evaluation	<b>21</b>
<b>5</b> Communicating with target audiences	<b>25</b>

# EXECUTIVE SUMMARY

## 1. Key aims

- To help address the current red-risk, which is the perception that the City of London Corporation is not taking enough proactive, positive action to reduce road danger in the City. We will do this by raising the profile of Road Danger Reduction activities being carried out by the City Corporation among all stakeholders
- Encourage positive behavior change among all road users, prioritising those who pose the greatest risk, by raising awareness of risky behavior and what people can do to reduce risk
- Proactively engage businesses across the City to have a positive influence on employees and suppliers to raise awareness about road danger and encourage safe and respectful road behaviours
- Engage stakeholders from across the City, including road-user groups, businesses, and media to support and participate in the activities of the Road Danger Reduction Partnership

## 2. Key communications principals

- **Equal but different:** We treat all road users as having equal rights but different experiences and levels of responsibility. The larger your vehicle, the greater your responsibility to travel with care and look out for other road users
- **Safer and better:** Our priority is to reduce life changing injuries and deaths, but our ambition is to reduce harm at all levels and create a more pleasant street environment for all users.

- **We are all in this together:** We can't effectively engage all our road users directly, so we will prioritise encouraging and supporting stakeholders, particularly businesses, to communicate our messages to their audiences
- **Evidence-based:** All communications are based on a solid, robust evidence base. This base will include our own statistics and insights and be supplemented by learnings from other best practice road danger reduction initiatives from around the world
- **Raise awareness not fear:** The balance of our communications will encourage road users to change their behaviour to reduce risk without increasing their fears around safety or creating an inaccurate perception of danger

## 3. Communications challenges

### 3.1 Proactive, high-profile activities can bring criticism

In order to address the current red risk, we need to raise awareness among all stakeholders about the positive work the City Corporation is doing to reduce road danger. This will require proactive, high-profile campaigns and activities that are attention grabbing, interesting and memorable. Without proactive, high-profile activity we risk creating a communications vacuum that can be filled by negative voices.

**Challenge:** By putting our work in the spotlight, we open ourselves up to questions.

**Solution:** Our strategy and thinking behind what we do needs to be sound and understood by the whole Road Danger Reduction Partnership and we need to have media-trained, confident spokespeople who can talk about this

## EXECUTIVE SUMMARY

**Challenge:** We will be open to criticism from those who disagree with our strategy.

**Solution:** *Because we are working in collaborative way with stakeholders from across the media, business and all road user groups, our critics will be in the minority, but vocal minorities can feel oppressive. We need to be ready with clear arguments in favour of our strategy and have a media-trained team ready to respond to any negative publicity.*

### 3.2 Behaviour change takes time

Communications alone cannot make people make long-term changes to their behaviour, but it is a crucial factor. The role of communications is usually to get people to 'Identify' the issue by raising awareness, and then to understand its relevance

to them and to 'Prepare' to change by seeking information. However a significant shift in even the first stage of 'Identification' of the problem can take years. We need to recognise that investment in behavior change campaigns needs to be integrated across all communications activities over a number of years, with regular evaluation to track change.

**Challenge:** unrealistic expectations from stakeholders about the level of behaviour change that can be achieved in a short time

**Solution:** *Set realistic goals with clear metrics around the level of change expected and plan activities that can be built on year-on-year to move audiences along the behaviour change journey.*

## 4. Target audiences

Figure 1



## EXECUTIVE SUMMARY

### 5. Implementation

- Use attention-grabbing, memorable and relevant communications to raise awareness of the issues and build profile for the City Corporation. Examples could include public-facing street events, media stunts and photo opportunities, refreshed business networks and targeted communications for specific road-user groups
- Engage stakeholders in the development and delivery of communications to both enhance behaviour change, by influencing their direct audience groups (e.g. club members, employees etc) and to build support for our activities and mitigate potential negative feedback.
- Create consensus and buy-in from the interest groups for all road users by promoting our principals and asking for sign-up and agreement of them from these groups
- Create a strong and recognisable brand for all communications campaigns, developing the current 'Safer in the City' brand for this purpose
- Develop and implement a series of campaigns to deliver against the twin aims of raised awareness and behaviour change amongst road users, and increased awareness and profile with stakeholder and broader public audiences
- Support partner initiatives with the Safer in City brand, such as promotion of new safer infrastructure developed by the City of London and partners such as TfL, promotion of enforcement campaigns by the City Police such as speed awareness (20mph), focus on new safer driving training by partners etc.
- Develop communications approaches specific to the target audience to meet the objectives in terms of behaviour change, using 'think, feel and do' methodology (see Appendix XX for detailed suggestions for each target audience)
- Track and evaluate all communications work. Metrics such as number of views, attendees at events and column inches in press will be outputs; analysis of change of attitudes will be assessed through surveys and the road casualty statistics will be gathered to show impacts on outcomes (see evaluation matrix on pages 22 to 24 for details)
- The communications plan for Road Danger Reduction will be implemented over a period of two years starting in April 2017 with annual reports submitted on progress to enable continuous shaping and improvement.

# 1

## The context for this strategy



# THE CONTEXT FOR THIS STRATEGY

**The City of London Corporation has a strong commitment to keeping all workers and residents safe while they are in the Square Mile. The Road Danger Reduction Plan was drafted and approved in 2013, with a target of reducing casualties with particular emphasis on Vulnerable Road Users (pedestrians and cyclists), who account for over 80% of casualties.**

There has been some significant success since the publication of this plan. While the number of cyclists in the Square Mile has increased by 19% since 2014, the number of cyclists killed and seriously injured (KSI) dropped by over

half between 2014 and 2015. However, we cannot be complacent as the number of pedestrian casualties has risen, and cycling casualties could potentially increase again without continued focus (Table 1):

**Table 1: KSI performance against target**

Road user	2017 Target*	2016	2015	2014	2013
<b>Cyclists</b>	96 Casualties 11 KSI	145 Casualties 13 KSI	139 Casualties 11 KSI	138 Casualties 23KSI	125 Casualties 20 KSI
<b>Pedestrians</b>	85 Casualties 20 KSI	109 Casualties 25 KSI	116 Casualties 23 KSI	117 Casualties 19 KSI	91 Casualties 20 KSI

## 1.1 Building on the success of the current plan

The Road Danger Reduction Team has been working to deliver the current plan across a number of areas and this communications strategy builds on that work, taking learnings from the successful activity to date, the impact of which is summarised below:

### Reaching road users by engaging city employers:

The Road Danger Reduction Team continues to prioritise business engagement. In 2016 the Road Danger Reduction Team delivered over 30 Road Shows, Road Safety Training and Road Safety Events and continued to build business relationships, exceeding targets compared to previous years.

**“The event was incredibly well received, and feedback has been excellent. Your engagement with staff who posed questions and stopped by for a chat was brilliant. The services and resources you offer certainly attract in a large amount of staff, and I am sure that many of them went away with a safer mind-set with regards to moving around within the city.”**

**Peter Griffin, National Account Manager, Wilson James**

To build on this work the Road Danger Reduction Team and has developed the Active City Network, with the aim to give employees the opportunity to provide input into the Road Danger Reduction Partnership and work together to reduce danger presented to their active travellers on the City streets.

\* RORY – City Police have questioned the use of the word target here – obviously this a maximum acceptable, our real target would be zero. Please advise how best to express this.

# THE CONTEXT FOR THIS STRATEGY

Since the development of the Active City Network, the team has established a board of 12 founding members and has held two high profile events, hosted by international law firm Fieldfisher in September and Nomura Bank in November 2016, which attracted over 200 delegates representing over 80 organisations.

**Working in partnership to change cyclist behaviour:** Working with the City of London Police and City of London Corporation Communications team the 'Light Angels' Campaign to raise awareness of the need for cycle lights during winter has had an excellent level of engagement so far, with over 800 lights distributed to bike users over two evenings.

**Partnering with schools to reach the next generation of road users:** The Road Danger Reduction Team continue to work with all five City of London schools to implement pedestrian and cycling training for children.

## Tackling Work Related Road Safety

Large Goods Vehicles (LGV's), Heavy Goods Vehicles (HGV's) and delivery vehicles (usually vans) have been disproportionately represented in KSI statistics for a number of years. In the City one of the biggest risks to Vulnerable Road Users comes from the construction and supply chain vehicles that support over 63 active development sites. As a result the Road Danger Reduction Team are piloting 'City Mark', an initiative which will support the existing Work Related Road Safety activities. This scheme is being delivered as part of the Considerate Contractors Scheme, of which all construction sites in the City are members.

## 1.2 The experience of road users

### A busy and growing city

Roads in the Square Mile are as busy as ever. Congestion remains a challenge for the City of London Corporation due to the high number of developments taking place. Against this backdrop there has been a continued rise in the number of commuters entering the City, with a sharp rise in the number choosing to commute by bicycle.

To support smooth travel through periods of change, we need all road users to be fully present and aware of their surroundings and to be respectful of other road users. As a result the communications strategy should focus on supporting behaviour change amongst all road users, while acknowledging a hierarchy of communications which shapes different messages for those who present the most significant risk (i.e. large or fast vehicles) and those who are the most vulnerable (i.e. pedestrians).

### Opportunities for communications around infrastructure change

Where infrastructure changes present specific new risks or opportunities, these can be highlighted to audiences through our communications. We will also work with businesses and local wards to ensure communications from all stakeholders in consistent and aligned.

### Perception versus reality

In addition, constant change and a swelling road-user population can lead to a perception that our city roads are more dangerous than the reality. It can also contribute to stressful experiences, which, while not resulting in increased casualties, can make people feel unsafe and make use of our streets less pleasant than we would like. Our strategy therefore needs to address perceptions about road danger as well as the reality.

# 2

## Strategy and communication goals

## 2.1 The overall strategy will help address the following aims:

### a) Make our roads safer for all users by:

- Reducing the number of people injured in road traffic collisions
- Reducing the number of people killed and seriously injured, prioritising reducing deaths and life-changing injuries.

### b) Improve awareness and understanding

**among all stakeholders** about effective strategies and work being delivered by the Road Danger Reduction Partnership to reduce road danger and increase positive road behaviour by all road users.

---

## 2.2 The specific communications goals that will support the Road Danger Reduction Partnership's core aims are:

### a) Deliver campaigns and activities to support road danger reduction

in the City by positively influencing the behavior of road users

### c) Create a culture of respect and responsibility

among all roads users and improve perceptions about safety when using streets in the City

### b) Raise awareness about the work

being done by the Road Danger Reduction Partnership and build a collaborative community of stakeholders working constructively together

### d) Ensure communications delivered are best practice

, grounded in evidence and developed in consultation with experts, stakeholders and interest groups

# 3

## Strategic approach

### 3.1 Overview

This strategy aims to give all delivery teams and partners clear guidelines for developing communications activities around Road Danger Reduction. All activities planned should deliver against the two key areas for communications outlined in section 2.1:

- Adhering to our principles
- Using recognised models to develop ideas that either influence attitudes and behaviour or raise awareness to prompt a positive action
- Adhering to our brand hierarchy (see section 3, page 17)

- Using our evaluation model to track, measure and report on success (see section 4, page 22 to 24)
- Using the latest evidence and data reflecting the current reality of behaviours and risks to inform our planning and activity
- Generating increased awareness and engagement with stakeholder and public audiences through positive profile raising

By ensuring that all activities meet these key criteria, delivery will remain cohesive, consistent and true to our communications goals.

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### 3.2 The Road Danger Reduction Partnership

The Road Danger Reduction Partnership is a working group of public sector organisations that has a vested interest improving road safety and reducing the number of road casualties in the City. The shared expertise, experience and resources allow for a Safe Systems Approach to reducing casualties; encouraging safer behaviour, enforcing the law and targeting the factors which cause collisions.

Our partners:

- City of London Department for the Built Environment
- City of London Police
- Greater London Authority
- London Fire Brigade
- Transport for London

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### 3.3 Our communications principles

We have developed a set of principles to underpin all of the communications activity and ensure consistency in approach and message when communicating about all the road danger reduction initiatives. We believe these principles can help to maximise the impact and engagement we generate through activity and mitigate against any potential criticism of that activity by interest groups and influencers for different road user groups. Our principles are:

- **Equal but different:** We treat all road users as having equal rights but different experiences and levels of responsibility.

The larger your vehicle, the greater your responsibility to travel with care and look out for other road users

- **Safer and better:** Our priority is to reduce life changing injuries and deaths, but our ambition is to reduce harm at all levels and create a more pleasant street environment for all users.
- **We are all in this together:** We can't effectively engage all our road users directly, so we will prioritise encouraging and supporting stakeholders, particularly businesses, to communicate our messages to their audiences

- **Evidence-based:** All communications are based on a solid, robust evidence base. This base will include our own statistics and insights and be supplemented by learnings from other best practice road danger reduction initiatives from around the world
- **Raise awareness not fear:** The balance of our communications will encourage road users to change their behaviour to reduce risk without increasing their fears around safety or creating an inaccurate perception of danger

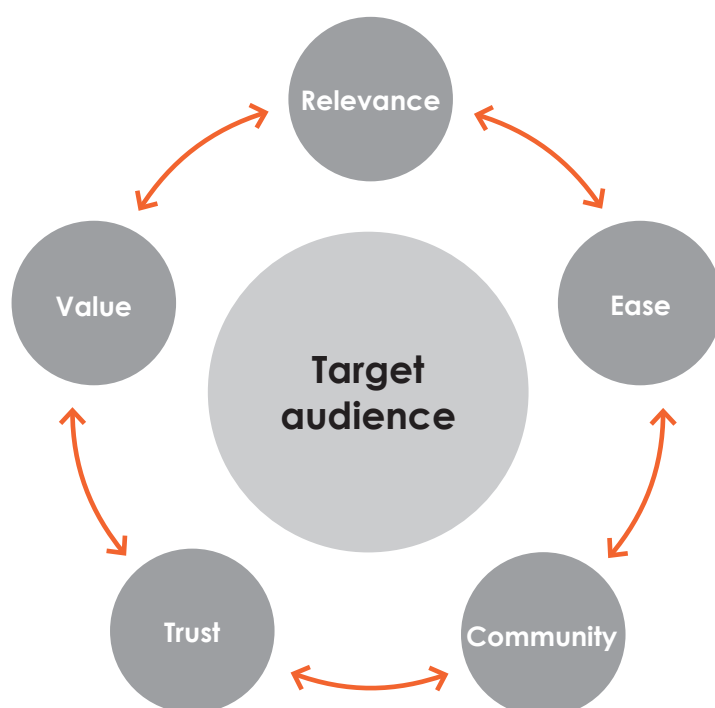
### 3.4 Behaviour change

The following models should be used to develop activities that aim to influence personal behaviour.

#### Factors that influence behaviour

Consider the following influences on audience behaviour and ensure your plan of activity covers each of these influence areas:

Figure 2



#### Relevance

- Personal identification
- Emotional association
- Understand competition for audience attention
- Insight and audience led

#### Ease

- Defaults (timely, easy access)
- Norms
- Identify and remove barriers (knowledge, skills, resources, tools)
- Incentives

#### Community

- Build active community participation
- Public commitment encourages consistency
- Prominent/visible
- People like me

#### Trust

- The right messenger (who and what?)
- Credible brand or voice
- Involving

#### Value

- Clear exchange
- Positive cost-benefit
- Rewards
- Feel better about self

### The behaviour change journey

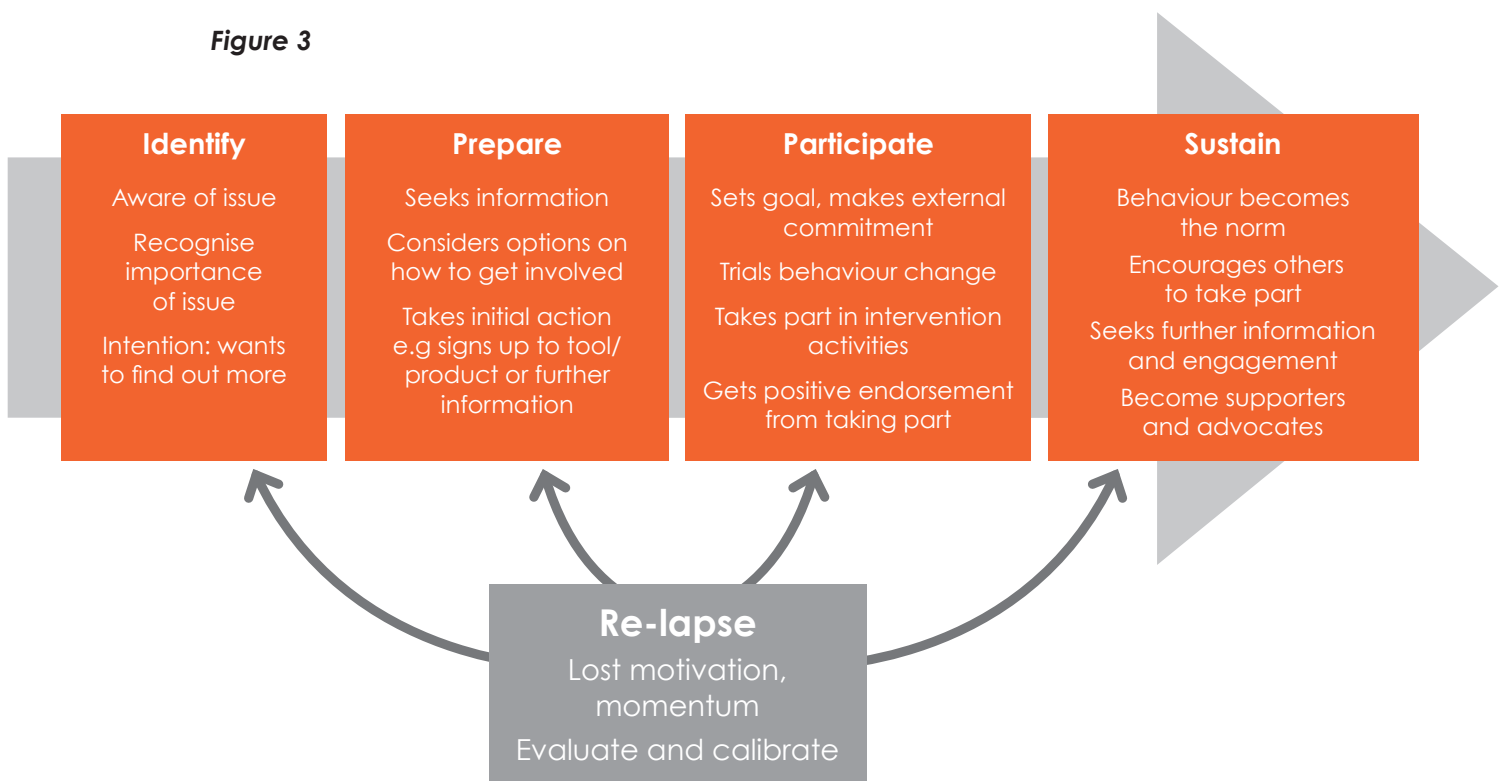
Creating long-term behaviour change among all road-users is central to our strategy. The City is investing in infrastructure change to reduce danger through practical measures, such as increased dedicated space for pedestrians and cyclists. But a real reduction in road danger will only happen if all road-users also behave in a safe and appropriate way.

Our initial focus will be on those road-users who present the most risk: motorists and especially those using large and fast vehicles.

We must also recognise that behaviour change takes time. It can take years for people to create a habit of safe behaviour. However, investment in behaviour change campaigns now means we start that journey.

We will be using the following model to develop our communications activities. Communications usually focuses primarily on the 'Identify' and 'Prepare' elements of the journey. Further practical interventions will help people to move towards the 'Participate' and 'Sustain' part of the behaviour change journey.

Figure 3

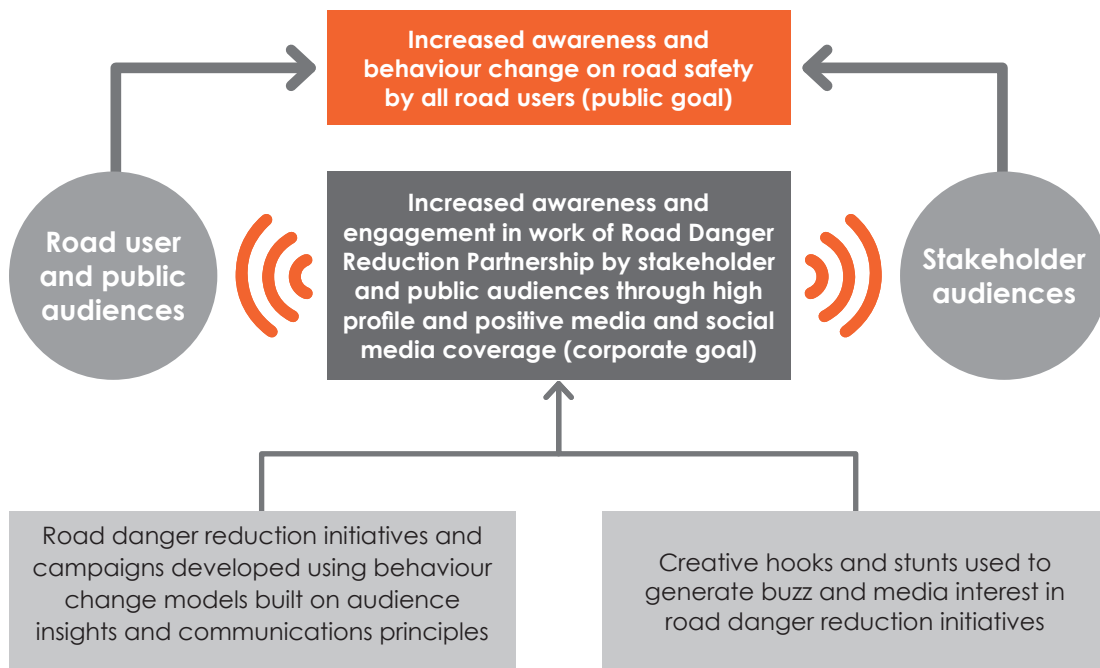




### 3.5 Suggested strategy framework

Building on the core communications principles and behaviour change models we have outlined, we will use the following strategic framework to support communications delivery.

**Figure 4**

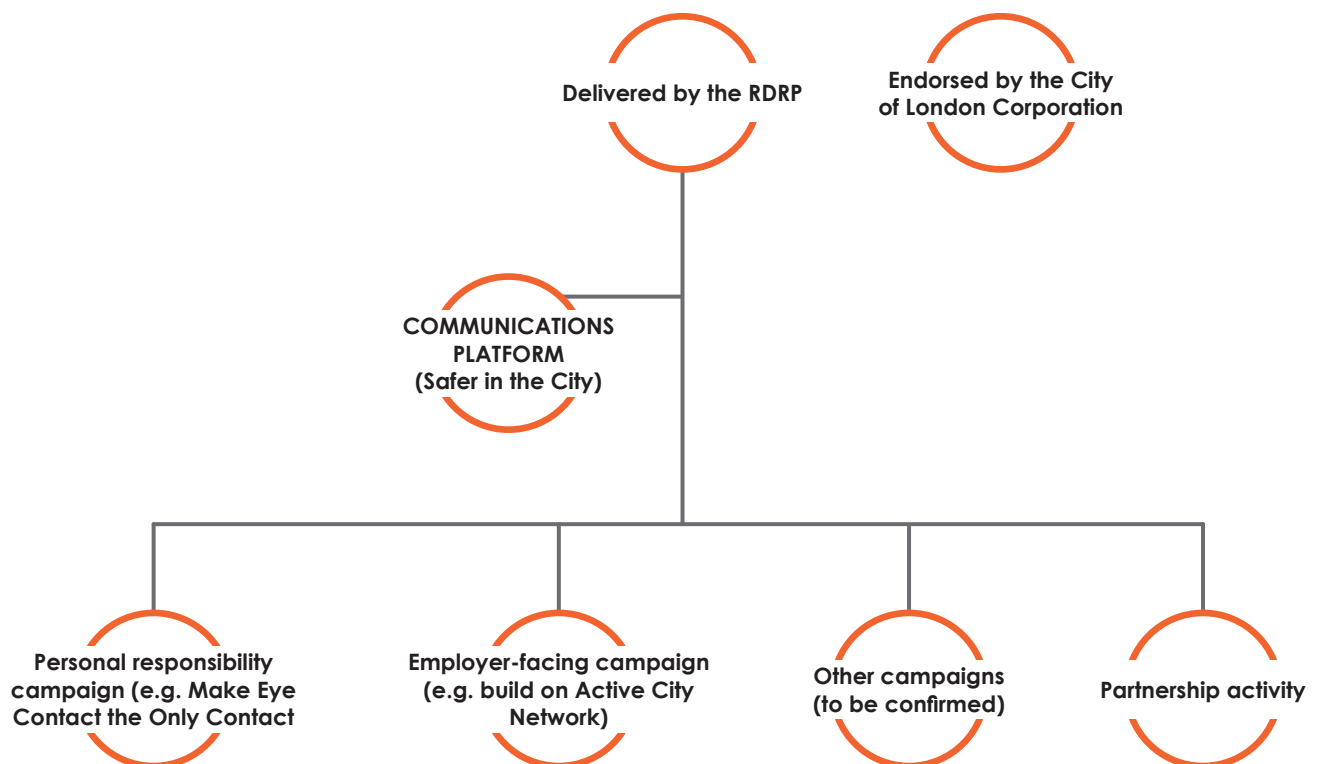


### 3.6 Brand approach

We will develop a clear brand model to ensure high visibility of the City of London Corporation and the Road Danger Reduction Partnership in all of our communications activities. This approach will also deliver a consistent message to all audiences and clear, cohesive approach that all delivery partners can use.

The model below shows how all communications campaigns from the Road Danger Reduction Partnership should come under a single public-facing brand platform, with an overarching, positive message. We recommend that this platform is a development of the current 'Safer in the City' brand. The overall brand style and tone will always begin with 'Safer in the City', but through the production of full brand guidance, we can offer flexibility for individual campaigns to work within.

**Figure 5**



Indicative costs for developing the 'Safer in the City' brand – £10k

### 3.7 Example activity

We recommend a campaign to launch Safer in the City to all stakeholders. This will have the dual purpose of:

- Highlighting the positive step forward the new Road Danger Reduction Partnership strategy represents, through its collaborative, cohesive approach
- Inviting both internal and external stakeholders to get involved and take part and find out how they can use Safer in the City through their campaigns and communications

We have carried out initial ideas development for an integrated behaviour change campaign, focusing on encouraging awareness and vigilance for all road users: Make Eye Contact the Only Contact.

#### Creative execution ideas

##### a) *"Their eyes met and...."*

Eye contact can be a very powerful moment as it humanises whoever we are making eye contact with. It is a cliché of a thousand trashy romantic novels and films to put huge significance on the first moment for the protagonists when their eyes meet. We can use that cliché as a light hearted way of encouraging all road users to seek out eye contact around the concept of "their eyes met and...."

For example, a series of spoof posters featuring, across the top half, a diverse range of road users featured in a faux romantic split screen image showing the moment their eyes met. This would be captioned with:

*"Their eyes met and...."*

This would be followed in the bottom half by another split screen image showing how it changed their behaviour in terms of road use, e.g. a car driver slowing down to allow pedestrians to cross, and a pedestrian pausing and looking both ways before crossing the road. This would be captioned with

*"....they looked out for each other on their journey."*

*Make eye contact and help make our roads and pavements safer for all."*

This concept would be particularly effective for video, but it can be made to work across a range of media.

##### b) Seeing eye to eye

The City of London's roads, like most of the roads in central London, can get very congested, especially during peak times, and this often creates conflict and resentment between people using different transport modes of transport – drivers, motorcyclists, pedestrians and cyclists. We can use the potential double meaning of the concept of "seeing eye to eye" to both highlight the safety benefits of making eye contact with other road users while encouraging all to look beyond the label of "cyclist", "driver", "motorcyclist" and "pedestrian" and see the person and create a stronger sense of empathy.

For example, we can develop a series of posters that show people using different modes of transport united by a series of shared interests, opinions or moods, for example:

*"Tim's a passionate West Ham fan, and so are Harry and Tabitha. We share a lot with the people we share our roads with – seeing eye to eye with other road users can help keep us all safer in the city."*

*"Zeba is a Taurean, and so are Bill and Mo. We share a lot with the people we share our roads with – seeing eye to eye with other road users can help keep us all safer in the city."*

The final agreed creative route would be used to produce a piece of core collateral, such as film or impactful series of images, primarily aimed at helping to generate media coverage and sharing on social media.

### Exposure – mainstream and social media campaigning

The RDRP will host a series of events to directly engage road users, disseminating relevant materials for each user group. Existing materials can be used for this.

There is potential to reach a greater number of people in our target audience through media and digital channels. That means we need to produce a piece of content that will grab the attention of the media and be striking enough to encourage people to share on social media. People tend to share two types of content when it comes to road safety – the very shocking and visceral, or the creative and thought-provoking. In the case of this campaign, we don't feel that shocking or visceral is a route to go down. Tonally, they can be difficult to get right and might lead to accusations of scare-mongering or victim blaming. As a result, we recommend looking at the creative or thought-provoking route. Shareable content of this type tends to come in two forms – a video clip or an impact fun image or series of images. The ideas outlined above are starting points for the direction of this content. A social media dissemination plan will be developed to maximise this content and ensure targeted audience reach.

We are also keen to explore how we can make the most existing events that are planned, ensuring any events managed by RDRP members support and amplify the key messages we are looking to get across to our target audiences and also help us generate the right media coverage. The RDRP communications team will work collaboratively to develop the concept to work with existing event opportunities.

In terms of target media, we recommend focusing on reaching pedestrians and public transport users through commuter titles, which means aiming for the Evening Standard and City AM in particular. This would be supplemented by seeking coverage on drivetime radio slots for London stations, so we can hit drivers at the right time, and then looking at all digital London news channels and social media with digital coverage – including local papers in the main areas city of London workers commute in from.

We will need to consider how we can generate some news value, to increase our chances of getting coverage and increase the profile of the coverage we gain. We don't have provision in the budget for this but, as we have previously recommended in relation to video, it is definitely worth us spending time with the team developing some ideas and tactics. For example, we could do a survey via members to ask them to rate the importance of road safety in the city for their organisations.

As part of developing the media plan, we will develop a long list of both these ideas and recommendations for the launch events, so they work together to help us increase the reach and impact of the campaign and its message.

**Table 4: Indicative costs for**

Media launch (venue and visual stunt)	£5k to £10k
Stakeholder launch (venue and invites)	£5k to £10k
Launch materials, e.g. video / stakeholders packs	£15k

### 3.8 Planned activities for 2017

There are number of already scheduled events that will give us a good opportunity to promote our 'Safer in the City' messages to a range of audiences:

#### June 2017

- Initial launch of **Safer in the City** to stakeholder groups
- **Nocturne** [www.londonnocturne.com](http://www.londonnocturne.com)
  - Family zone organised by the Road Danger Reduction Partnership provides an opportunity for public-facing, family friendly safety messages
- **Bike Week** <http://bikeweek.org.uk>
  - Quietways, working with Bike Week stakeholders is an opportunity to engage with the cycling community
  - Stakeholder networking event

#### September 2017

- **European mobility week:** This year European mobility week will be held under the banner of 'Smart and sustainable mobility', so is the perfect opportunity for cities like London to demonstrate the case for smart, sustainable transport solutions. The City of London Corporation can capitalise on this opportunity, with an integrated campaign developed by the Road Danger Reduction Partnership to raise awareness, provide a sense of pride for businesses, residents and workers and to encourage positive behaviour change.
  - Engagement with businesses (Specially developed materials to help businesses engage their employees and run events throughout the week; events for business leaders) – Public facing campaign (e.g. extended pedestrian and cycle zones; sustainable transport awareness learning opportunities)

#### November/ December 2017

- **Winter safety campaigns**
  - Targeted campaigns for different road users, highlighting the road risks that are enhanced during winter (e.g. bike lights and high-vis awareness for cyclists; visibility awareness and extra speed caution for motorists)
  - Winter safety packs for our employer networks

Costs for the development of each campaign phase will be confirmed in line with delivery outputs, but are likely to be similar to the costs outlined on the previous page.

# 4

## Monitoring and evaluation

## Communications will position the Road Danger Reduction Partnership and all of its stakeholders as proactively taking measures to reduce danger on the roads, working collaboratively with stakeholders across the City.

All communications will focus on the Road Danger Reduction Partnership's clear objectives (see section 2).

We recommend using the audience-based model of Think, Feel, Do to set targets, agree metrics and track success.

Examples of reach, engagement and action for each group have been given below. Suggested metrics for measurement are in italics.

This is an organic tool that will be expanded and adapted as specific communications campaigns and deliverables are finalised.

Table 5:

	REACH	ENGAGEMENT	ACTION
	What did the audience see?	How did the audience get involved?	What did the audience do?
<b>Internal CoLC and RDRP delivery teams</b>	Set-up new RDRP Steering Group <i>Group established formally</i>	Regular meeting of Steering Group <i>Minuted actions and responsibilities</i>	Data and information sharing across team <i>Evidence of sharing across intranet, notice boards etc</i> <i>Jointly organised events at Guildhall</i>
<b>Road users (all – for specific suggestions see Communicating with target audiences)</b>	Targeted campaigns for each user group: <ul style="list-style-type: none"> <li>• Face-to-face contact via events. <i>Attendance numbers</i></li> <li>• Social media content <i>Analytics data</i></li> <li>• Traditional media-feature articles and news stories <i>Readership</i></li> <li>• Information packs / advice <i>Number given out, e.g. at events, packs sent to employers</i></li> <li>• Simple single-message awareness raising collateral (e.g. branded high-vis giveaways for cyclists) <i>Number of items given away</i></li> </ul>	Attend information / training events (e.g. via existing events like Bike Week, employer events or via member group events). <i>Attendance numbers</i>  Engaging with teams at events (e.g. collecting giveaways and chatting with staff) <i>Manually gathered numbers</i>  Click throughs to information sections of websites / other online content <i>Analytics data</i>  Sharing messages via social media <i>Analytics data: likes, engagements; re-tweets etc</i>  Response to surveys <i>Response numbers</i>	Measured stated changes in: <ul style="list-style-type: none"> <li>• Attitude</li> <li>• Knowledge</li> <li>• Behaviour</li> </ul> <i>Measure via surveys/focus groups</i>  Recorded reductions in injuries and incidents. <i>Collected data</i>

	REACH	ENGAGEMENT	ACTION
<b>Employers</b>	<ul style="list-style-type: none"> <li>• Via Facilities / HR managers</li> <li>• Via CEO's / Senior management</li> </ul> <i>Establish relationships; up to date contact database</i> <i>Attendance at events</i>  Direct invitations to participate <i>Information disseminated</i>  Active City Network Membership	Events and Roadshows (bespoke or part of larger events) <i>Attendance numbers</i>  Dissemination of materials to employees <i>Requests for info</i>  Active City Network <i>Attendance at events; engagement in communications, e.g. surveys responses, click-through from e-updates etc</i>  Events and Roadshows (bespoke or part of larger events) <i>Attendance numbers</i> <i>Active participation (e.g. case study sharing / presentation etc)</i>	Proactive action <ul style="list-style-type: none"> <li>• Reported roll-out of info to employees</li> <li>• Evaluation of impact on employees</li> <li>• Policy change</li> </ul> <i>Data recorded and shared by employer</i>  <i>Response to surveys from RDRP</i>
<b>Associations / Member Groups / Regulatory bodies</b>	Direct invitations to participate <i>Information disseminated</i>  Features, news articles and information to share with members <i>Information disseminated</i>	Events and Roadshows (bespoke or part of larger events) <i>Attendance numbers</i>  Development of supporting materials <i>Requests for support</i> <i>Take-up of proactively offered support</i>  Features, news articles and information to share with members <i>Information published / shared via member networks</i>	Proactive action <ul style="list-style-type: none"> <li>• Reported roll-out to members / stakeholders</li> <li>• Evaluation of impact on members / stakeholders</li> </ul> <i>Data recorded and shared by organisation</i>  <i>Response to surveys from RDRP</i>  Statement of support for RDRP principals and strategy <i>Published statement of support</i>



	REACH	ENGAGEMENT	ACTION
<b>Media</b>	Press releases <i>Number disseminated</i> Events / photo opps etc <i>Information disseminated</i> Advertorials / sponsored content <i>Number placed</i>	Planned articles and features; by-lines <i>Number agreed; content reflecting our goals</i> Relationships with journalists <i>Up to date contact database</i> <i>Number of contact meetings</i> Events / photo opps etc <i>Attendance numbers</i> Spokes people <i>Number of interviews</i>	Placement of content <i>To be measured by:</i> <ul style="list-style-type: none"> <li>• Relevance</li> <li>• Positive story</li> <li>• Accurate quotes / info</li> <li>• Use of spokes people</li> <li>• Use of approved images / film etc</li> <li>• Length of story</li> <li>• Prominence of story</li> </ul> <i>Literal column inches are not a recommended measure of success</i> Proactive contacts/ requests for relevant info from journalists <i>Number of contacts</i> Better deals for advertorials / sponsored content <i>&amp; saved</i>
<b>Members, Councillors, Executives</b>	<ul style="list-style-type: none"> <li>• Updates of activity</li> <li>• Invitations to events</li> </ul> <i>Information disseminated</i>	Responses to information <i>Attendance at events</i>	Accurate dissemination of messages at ward level <i>Messages recorded in ward communications / info</i> Active participation in events <i>Presentations, speeches etc</i>
<b>Residents</b>	Neighbourhood Partnerships <ul style="list-style-type: none"> <li>• Direct invitation to participate</li> <li>• Information disseminated</li> </ul> City Resident magazine / ward-level comms <i>Information disseminated</i> <i>Pieces placed</i> London City events <i>Attendance by RDRP teams</i>	Neighbourhood Partnerships <ul style="list-style-type: none"> <li>• Relationships established</li> <li>• Contact database</li> <li>• Participation in residents meetings</li> </ul> London City events <ul style="list-style-type: none"> <li>• Prominent position available for RDRP / involvement in event organisation</li> <li>• Direct contact with residents</li> </ul>	Measured stated changes in: <ul style="list-style-type: none"> <li>• Attitude</li> <li>• Knowledge</li> <li>• Behaviour</li> </ul> <i>Measure via surveys / focus groups</i> Recorded reductions in injuries and incidents. <i>Collected data</i>

# 5

## Communicating with target audiences

### 4.1 Delivery of campaigns and activities to improve road safety

Different communications methods will be used to reach different groups. In each case, campaigns should consider what it wants its target audiences to **think, feel and do**.

The table below considers 'think, feel and do' for each audience groups, along with suggested channels and tactics that could be used to communicate with these audiences.

**Table 6: Road user audiences**

Audience group	Think...	Feel...	Do...	Channels and tactics
<b>Internal CoLC teams</b>	<p>The RDR strategy is a priority to deliver.</p> <p>I clearly understand the aims of the strategy and my role on delivering on them.</p>	<p>Passionate about keeping all roads users in the city safe.</p> <p>Confident that all road users and other stakeholders can change their behavior and take action to reduce road danger.</p> <p>Confident that the strategic approach will have an impact on RDR.</p>	<p>Consider opportunities to include RDRP in planned activities.</p> <p>Use the strategy to plan any activity for RDR (use the specific models for planning and evaluation provided).</p> <p>Use the brand approach outlined, to ensure consistency of message.</p> <p>Include RDR Partners in activity for consultation, delivery support and evaluation, as appropriate.</p>	<p>New Steering group to be established with reps from across all RDR delivery and comms to share information, updates and ideas.</p> <p>Core data and information will be available on shared servers where possible. Furthermore campaigns and events can be shared via City of London Intranet, notice boards and events held at guildhall.</p>
<b>RDRP delivery teams</b>	<p>The RDR strategy is a priority to deliver.</p> <p>I clearly understand the aims of the strategy and my role on delivering on them.</p>	<p>Passionate about keeping all roads users in the city safe.</p> <p>Confident that all road users and other stakeholders can change their behavior and take action to reduce road danger.</p> <p>Confident that the strategic approach will have an impact on RDR.</p>	<p>Be proactive in contributing ideas, feedback and resources to CoL team to help deliver the strategy.</p> <p>Use the strategy to plan any activity for RDR (use the specific models for planning and evaluation provided).</p> <p>Use the brand approach outlined, to ensure consistency of message.</p>	<p>New Steering group to be established with reps from across all RDR delivery and comms to share information, updates and ideas.</p> <p>Core data and information will be available on shared servers where possible.</p>

# COMMUNICATING WITH TARGET AUDIENCES

Audience group	Think...	Feel...	Do...	Channels and tactics
<b>All road users</b>	<p>I am responsible for my own safety and that of other road users.</p> <p>Roads are a shared space between all road users – no one has more or less right to use the road than another group.</p> <p>City roads are busy. I need to be fully aware of my surroundings and of other road users to stay safe.</p> <p>The laws of the road (e.g. keeping to speed limits, stopping at lights, respecting designated sections, such as bus and cycle lanes) are there to keep me and other road users safe.</p> <p>Respecting road etiquette (e.g. looking and making eye contact before I cross the road, make a turn) will help to keep me and other road users safe.</p>	<p>Safe when I am using the road in the city.</p> <p>Respectful of other road users – they have as much right to use the road as me.</p> <p>Confident that I understand road law and how it applies to my mode of transport.</p> <p>Calm when roads are busy and traffic is congested. I understand that the City is a busy place and I need to be patient / allow more time for my journey at busy time.</p>	<p>Avoid aggressive behavior and stay calm.</p> <p>Always be aware what's going on around me; looking carefully and making eye contact.</p>	<p><b>OOH materials:</b></p> <p>Bus stops.</p> <p>Bus dressing ads.</p> <p>Police / traffic officers on roadside.</p> <p>Giveaways – appropriate for mode of transport (e.g. umbrellas for pedestrians, bag covers for cyclists, car stickers for taxis). These act as reminders for the owner and as branded advertising for other road users.</p> <p>PR via London media.</p> <p>Social media.</p> <p>Employers (see below employer section).</p>
<b>Pedestrians</b>			<p>Looking carefully and making eye contact when crossing the road.</p> <p>Avoid using my phone / other devices that distract my vision and hearing when crossing the road.</p> <p>Use pedestrian and zebra crossings where possible.</p> <p>Avoid crossing between stationary or slow moving traffic.</p>	<p><b>'All road users' channels plus:</b></p> <p>Pedestrian groups, e.g. Living Streets.</p> <p>Free print media available at train / tube stations (PR and ad opportunities).</p> <p>Station and inside transport advertising (bus/train/tube).</p> <p>Info hubs / giveaways outside stations.</p>

# COMMUNICATING WITH TARGET AUDIENCES

Audience group	Think...	Feel...	Do...	Channels and tactics
Cyclists			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Always signal clearly when manoeuvring.</p> <p>Slow down when approaching crossings or moving through slow-moving traffic.</p> <p>Adhere to road law (e.g. stopping at red lights and giving way).</p>	<p><b>'All road users' channels plus:</b></p> <p>Cycling groups (LCC, British Cycling, Cycling UK).</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers (viewing not using).</p> <p>Cycling kit giveaways with key messages (high-vis vests, bag covers etc).</p>
Civilian motorists	<p>Pedestrians and cyclists are more vulnerable than me and more likely to be killed or seriously injured if there is a collision, so should take extra care to look out for them, even when I am keeping to the laws of the road.</p>		<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Slow down when approaching crossings.</p> <p>Adhere to road law (e.g. do not use cycle / bus lanes, enter box junctions).</p>	<p>Bus sides and backs.</p> <p>In-vehicle stickers.</p>
Motor-cyclists			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Always signal clearly when manoeuvring.</p> <p>Slow down when approaching crossings or moving through slow-moving traffic.</p> <p>Adhere to road law (e.g. do not use cycle lanes / boxes).</p>	<p>Motorcycling groups</p> <p>Bus sides and backs</p> <p>MC kit giveaways (high-vis vests, bag covers etc)</p>

# COMMUNICATING WITH TARGET AUDIENCES

Audience group	Think...	Feel...	Do...	Channels and tactics
<b>Black cabs</b>			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Slow down when approaching crossings.</p> <p>Adhere to road law (e.g. do not use cycle/ bus lanes, enter box junctions).</p>	<p>LTDA, LTCC and associated magazines; messages to new drivers through tests (examiners are message conduit).</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers.</p>
<b>Private hire taxis /delivery drivers</b>				<p>Employers (e.g. training, info packs etc provided).</p> <p>Clients (noted some companies will have safety in their contractual agreements with private hire companies).</p> <p>Messages to new drivers through tests/ assessments for employment / inductions.</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers.</p>
<b>Bus drivers</b>			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Be conscious of cyclists / motorcyclists.</p> <p>Always signal clearly when manoeuvring.</p>	<p>Employers (e.g. training, info packs etc provided) – TfL, bus operators.</p> <p>At-station / depot posters (i.e. before you start your shift messaging).</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers.</p>

# COMMUNICATING WITH TARGET AUDIENCES

Audience group	Think...	Feel...	Do...	Channels and tactics
HGV / Fleet drivers			<p>Looking carefully and making eye contact when changing lanes, turning, using junctions.</p> <p>Be conscious of cyclists / motorcyclists.</p> <p>Slow down when approaching crossings.</p> <p>Adhere to road law (e.g. do not use cycle / bus lanes, enter box junctions).</p>	<p>Employers (e.g. training, info packs etc provided).</p> <p>CLOCS and FORS, partnership with TfL and Secbe.</p> <p>At-depot posters (i.e. before you start your shift messaging).</p> <p>Bus sides and backs.</p> <p>In-vehicle stickers.</p> <p>City Mark pilot to be reviewed and action considered.</p>
Employers	<p>Communicating RDR campaigns to my employees is a priority.</p> <p>RDR campaigns align with my company's policies and help me run a safe and efficient business.</p> <p>It is my responsibility to make my employees aware of the RDR messages.</p>	<p>Confident about the role my company and employees play in the RDR strategy.</p> <p>Responsible for the behavior of my employees.</p> <p>Supported by the RDR to implement ideas and communicate messages to my employees – I have all the info and materials I need to do this.</p>	<p>Take up training programmes / attend events offered by the RDR.</p> <p>Disseminate employee-facing info and materials provided by the RDR.</p> <p>Implement a clear plan for ensuring all employees are aware, capable and motivated to behave safely.</p> <p>Make clear to employees that safety is sacrosanct (above productivity / margin etc).</p>	<p>Key to build relationships: Facilities Managers are a tried and tested audience; CEOs / Directors to be targeted via members/ Senior RDRP Partners.</p> <p>Events and Roadshows (either bespoke for larger orgs or in groups).</p> <p>Direct invitations to participate.</p> <p>Development of employee-facing supporting materials (Facilities Managers tried and tested point of contact).</p> <p>Review and refinement of Active City Network activity.</p>

# COMMUNICATING WITH TARGET AUDIENCES

Audience group	Think...	Feel...	Do...	Channels and tactics
<b>Associations / member groups</b>	<p>The RDRP wants to protect our members and respects their right to use the road safely.</p> <p>The RDRP wants to work with us and respects our view and that of our members.</p> <p>Communicating RDR campaigns will help keep our members safe.</p> <p>RDR campaigns align with our aims and we can achieve more by working together.</p>	<p>Confident about the role our organisation plays in the RDR strategy.</p> <p>Positive about the aims of the strategy and working with the RDR to achieve them.</p> <p>Supported by the RDR to implement ideas and communicate messages to our members.</p>	<p>Consult with the RDR to help develop communications for our members and other road users.</p> <p>Take up training programmes / attend events offered by the RDRP.</p> <p>Disseminate info and materials provided by the RDRP to members.</p>	<p>Key to positive, reciprocal build relationships.</p> <p>Events (transport mode specific or mixed with shared topic).</p> <p>Direct invitations to participate.</p> <p>Development of supporting materials.</p> <p>'Ready to go' news, articles and information to support PR.</p>
<b>Regulatory bodies</b>	<p>Communicating RDR campaigns to our stakeholders is a priority.</p> <p>RDR campaigns align with our strategy and help us meet our own goals.</p> <p>We benefit from partnership and collaboration with RDRP.</p>	<p>Confident about the role we play in the RDR strategy.</p> <p>Supported by the RDR to implement ideas and communicate messages to our stakeholders. I have all the info and materials I need to do this.</p>	<p>Attend events offered by the RDRP.</p> <p>Consult and collaborate on strategy development and activity.</p> <p>Disseminate info and materials provided by the RDRP.</p> <p>Build a positive relationship with the RDRP sharing information and best practice.</p>	<p>Key to positive, reciprocal build relationships.</p> <p>Events.</p> <p>Direct invitations to collaborate.</p> <p>Development of supporting materials.</p> <p>Regular sharing of information, evaluations and best practice.</p>



# COMMUNICATING WITH TARGET AUDIENCES

Audience group	Think...	Feel...	Do...	Channels and tactics
<b>Developers (63 major development sites)</b>	<p>My development affects safety on the road around the site.</p> <p>Communicating RDR campaigns to my employees and suppliers is a priority.</p> <p>RDR campaigns align with my company's policies and help me run a safe and efficient business.</p> <p>It is my responsibility to make all employees and suppliers aware of the RDR messages.</p> <p>It is my responsibility to take measures to protect public safety at my site.</p>	<p>Confident about the role my company and employees play in the RDR strategy.</p> <p>Responsible for the behavior of my employees and suppliers.</p> <p>Supported by the RDR to implement ideas and communicate messages to my employees and suppliers – I have all the info and materials I need to do this.</p>	<p>Take up training programmes / attend events offered by the RDRP.</p> <p>Disseminate employee and supplier facing info and materials provided by the RDRP.</p> <p>Implement a clear plan for ensuring all employees are aware, capable and motivated to behave safely.</p> <p>Make clear to employees that safety is sacrosanct (above productivity / margin etc).</p>	<p>Direct invitations to participate through Considerate Contractors Scheme (City Mark targets developer sites and working with the Considerate Contractors Scheme will have its own communications strategy, which will feed into the Road Danger Reduction Communications Plan.</p> <p>Events.</p> <p>Development supporting material / training.</p>
<b>Media</b>	<p>The RDRP is running positive campaigns and activities to make road users safe.</p>	<p>I want to cover positive stories about RDRP campaign, as these are good news for my audience.</p> <p>I have a positive relationship with RDR comms team and know I can rely on them to make statements and provide information for my story. I know who the key spokespeople are.</p> <p>I am confident I have the right contacts for all the RDRP Partner organisations for quotes / statements etc.</p>	<p>Cover positive stories about RDRP campaigns.</p> <p>Attend events and opportunities, such as campaign launches.</p> <p>Maintain positive relationships with the RDR Comms team and contact them for statements and info when preparing a story (especially in the case of a road collision / accident).</p>	<p>Press releases.</p> <p>Media friendly events (launches / photocalls etc).</p> <p>Building positive relationships with individual journalists.</p> <p>Features and by-lines.</p> <p>Advertising / sponsorship.</p>

# COMMUNICATING WITH TARGET AUDIENCES

**Table 7: Stakeholder audiences**

Audience group	Think...	Feel...	Do...	Channels
<b>Media</b>	<p>The City of London Corporation takes the safety of all road users extremely seriously and is prioritising reducing deaths and injuries on the road.</p> <p>The RDRP has a clear strategy in place to improve safety on roads in the Square Mile.</p> <p>The RDRP is working collaboratively together, and with other stakeholders to be effective.</p> <p>The number of serious injuries and deaths has not increased significantly since 2013, but we are aiming for zero.</p> <p>The RDRP is fully aware of how major developments and road infrastructure can affect safety and is prepared.</p> <p>The RDRP takes learnings from best practice from around the world to develop its strategy.</p>	<p>The RDRP have a clear safety strategy and this is positive story for London residents, workers and businesses.</p> <p>I have a positive relationship with RDR comms team and know I can rely on them to make statements and provide information for my story. I know who the key spokespeople are.</p> <p>I am confident I have the right contacts for all the RDRP Partner organisations for quotes / statements etc.</p>	<p>Cover positive stories about RDRP campaigns.</p> <p>Attend events and opportunities, such as campaign launches.</p> <p>Maintain positive relationships with the RDR Comms team and contact them for statements and info when preparing a story (especially in the case of a road collision / accident).</p>	<p>Press briefings around launch of strategy and individual campaigns.</p> <p>Events / photo opps etc.</p> <p>Regular personal contacts with journalists to build relationships.</p> <p>Press releases and statements.</p> <p>Provide interesting content: Film, images, stats and info etc.</p> <p>Consider ad spend / opportunities for advertorials.</p> <p>Feature pieces / editorial / bylines – think beyond news.</p> <p>Develop and regularly update core media resources: latest facts and stats, info on key initiatives taking place, evidence of success, case studies, media trained spokespeople matrix.</p>

# COMMUNICATING WITH TARGET AUDIENCES

Audience group	Think...	Feel...	Do...	Channels
<b>City of London (internal) Members Councillors Executives</b>	<p>Road Danger Reduction is a priority for The City of London Corporation.</p> <p>The RDRP has a clear strategy in place to improve safety on roads in the Square Mile.</p> <p>The RDRP takes learnings from best practice from around the world to develop its strategy.</p> <p>The RDRP is working collaboratively together, and with other stakeholders to be effective.</p> <p>The RDRP has a clear crisis comms process to deal with incidents (such as a KSI).</p>	<p>Confident that the RDRP strategy is answering the needs and concerns of key city stakeholders.</p> <p>Proud of the initiatives delivered by the RDRP and happy to publicly support them.</p> <p>Confident that spokespeople for RDR are media trained and resources are available to support them as needed.</p> <p>Confident that initiatives are being evaluated effectively, so that I can trust the results and understand the ongoing decision-making process.</p>	<p>Support the RDRP strategy by raising awareness of the work being done to protect the City Community, raise awareness of the risks and how to minimise these with all road users.</p>	<p>Internal RDRP Comms Steering Group will be developed to share activity.</p> <p>Regular updates to members / invitations to events – can cascade info down at ward level.</p>
<b>Residents</b>	<p>RDRP taking positive action to keep the streets where I live safe – my safety is their priority.</p> <p>RDRP is aware of how changes in infrastructure could affect me and provide information about this.</p> <p>RDRP is working in partnership with other local stakeholders to make RDRP activities effective</p>	<p>RDRP cares about my experience and my view as a resident.</p> <p>I know where to go for information.</p> <p>I feel confident that when there are infrastructure changes, there will be safe measures in place.</p>	<p>Engage with information disseminated.</p> <p>Share experiences / provide feedback about street safety concerns via surveys events.</p>	<p>Work with local neighbourhood partnerships (e.g. currency working with low emissions neighbourhood).</p> <p>City Resident magazine and ward-level comms.</p> <p>Development companies' neighbourhood comms around infrastructure changes – partner to disseminate street safety info.</p> <p>Amplify our presence at key London an City events, e.g. Sky Ride, Ride London etc.</p>

# COMMUNICATING WITH TARGET AUDIENCES

Audience group	Think...	Feel...	Do...	Channels
<b>City Business Leaders</b>	<p>By supporting and collaborating with RDR I am showing leadership and best practice around employee engagement.</p> <p>RDR campaigns align with my company's policies and help me run a safe and efficient business.</p> <p>It is my responsibility to make my employees aware of the RDR messages.</p>	<p>Confident about the role my company can play in the RDR strategy.</p> <p>Responsible for the behavior of my employees and the reputation of my business through other factors, such as supply chain / contractors.</p> <p>Supported by the RDR to implement ideas and communicate messages to my employees – I have all the info and materials I need to do this.</p>	<p>Attend events offered by the RDR.</p> <p>Support RDRP activities by appointing champions within my company.</p> <p>Implement a clear plan for ensuring all employees are aware, capable and motivated to behave safely.</p> <p>Make clear to employees that safety is sacrosanct (above productivity / margin etc).</p>	<p>Cheapside Business Alliance, Active City Network and City Matters are all effective networks for companies that want to take part.</p> <p>Mobilise our members to communicate with Executives – clear and specific ask.</p> <p>Note: Current outreach work so far has seemed effective however there needs to be data present to challenge misconceptions.</p>

# 6

# Appendix

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