



Police Committee

Date: THURSDAY, 21 SEPTEMBER 2017
Time: 10.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
 - a) **Minutes**

To agree the public minutes and summary of the meeting held on 13 July 2017.

For Decision
(Pages 1 - 10)
 - b) **Outstanding References**

Report of the Town Clerk

For Information
(Pages 11 - 14)
4. **STAFF SURVEY UPDATE**

Report of the Commissioner of Police

For Information
(Pages 15 - 28)
5. **ANNUAL UPDATE ON THE CUSTODY OF VULNERABLE PERSONS (YOUNG PERSONS, CHILDREN AND MENTAL HEALTH)**

Joint Report of the Commissioner of Police and the Town Clerk

For Information
(Pages 29 - 50)
6. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

Report of the Commissioner of Police

For Information
(Pages 51 - 58)
7. **STRATEGIC THREAT AND RISK ASSESSMENT (STRA) PROCESS 2017-18**

Report of the Commissioner of Police

For Information
(Pages 59 - 68)

8. **REVENUE BUDGET MONITORING REPORT TO JUNE 2017**
Report of the Commissioner of Police.
- For Information**
(Pages 69 - 78)
9. **SPECIAL INTEREST AREA UPDATES**
- a) **Strategic Policing Requirement Overview Update**
Verbal update from the Lead for Strategic Policing Requirement Special Interest Area
- For Information**
- b) **Counter-Terrorism Update**
Verbal update from the lead of the Counter-Terrorism Special Interest Area
- For Information**
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
- (Pages 79 - 80)
12. **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**
13. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 13 July 2017
- For Decision**
(Pages 81 - 86)
14. **REPORT OF ACTION TAKEN SINCE THE LAST MEETING**
Report of the Town Clerk
- For Information**
(Pages 87 - 88)
15. **ACTION FRAUD INTERIM SERVICE PROVIDER WAIVER REPORT DOCUMENT**
REFERENCE NUMBER: WLOF0052
Report of the Commissioner of Police
- For Decision**

16. **ACTION FRAUD HOSTING INFRASTRUCTURE CONTRACT EXTENSION 22 AUGUST 2017 TO 22 JANUARY 2018 DOCUMENT REFERENCE NUMBER: WLOF0050**
Report of the Commissioner of Police

For Information
(Pages 99 - 106)
17. **DELOITTE DEMAND AND VALUE FOR MONEY REVIEW - OUTCOME UPDATE**
Report of Commissioner of Police

For Information
(Pages 107 - 138)
18. **DEMAND AND VALUE FOR MONEY REVIEW - SHORT TERM RECOMMENDATIONS AND NEXT STEPS**
Report of the Commissioner of Police.

For Decision
(Pages 139 - 162)
19. **ANNUAL UPDATE RAIL DELIVERY GROUP (RDG) CONCESSIONARY TRAVEL ARRANGEMENT**
Report of the Commissioner of Police

For Information
(Pages 163 - 166)
20. **RING OF STEEL AND SECURE CITY PROGRAMME (FORMERLY ONE SAFE CITY) UPDATE**
Report of the Commissioner of Police

For Information
(Pages 167 - 172)
21. **POLICE ACCOMMODATION VERBAL UPDATE**
The Police Accommodation Programme Director to be heard
22. **COMMISSIONER'S UPDATES**
Commissioner to be heard.
23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

POLICE COMMITTEE

Thursday, 13 July 2017

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

Present

Members:

Deputy James Thomson (Deputy Chairman)	Alderman Ian Luder
Nicholas Bensted-Smith	Deputy Henry Pollard
Deputy Keith Bottomley	Lucy Sandford
Alderman Alison Gowman	

Officers:

Ian Dyson	-	Commissioner, City of London Police
Jane Gyford	-	T/Commander of Operations, City of London Police
Hayley Williams	-	Chief of Staff, City of London Police
Oliver Bolton	-	Town Clerk's Department
George Fraser	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Michael Cogher	-	Comptroller and City Solicitor
Philip Gregory	-	Chamberlain's Department
Simon Rilot	-	City Surveyor's Department
Peter Young	-	City Surveyor's Department
Neal Hounsell	-	Community and Children's Services Department
Poppy Middlemiss	-	Community and Children's Services Department

1. APOLOGIES

Apologies were received from the Chairman, Simon Duckworth, Emma Edhem and Christopher Hayward.

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

There were no declarations of interest.

3. MINUTES

RESOLVED - The minutes of the last meeting were approved.

3.1 Police Pensions Board

The chairman of the Police Pensions Board updated members on the addition of new member Alexander Barr to the board, and explained that he had made a valuable contribution.

The Commissioner explained to Members that following recent statements from the Pensions Regulator expressing concern over the administration of police pensions nationally, the importance of the role of the Police Pensions Board was cemented.

RESOLVED – That the minutes of the last meeting on 10 May 2017 be received.

3.2 Performance & Resource Management Sub Committee

RESOLVED – That the minutes of the last meeting on 30 May 2017 be received.

3.3 Economic Crime Board

RESOLVED – That the minutes of the last meeting on 9 June 2017 be received.

3.4 Professional Standards & Integrity Sub Committee

RESOLVED – That the minutes of the last meeting on 5 June 2017 be received.

4. OUTSTANDING REFERENCES

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

4/5. CoLP Annual Report – Rough Sleepers/ CoLP Annual Report – Performance & Measures

The Commissioner explained that the Police Committee Annual Report had been delayed from the July meeting to the September meeting. This was due to a number of outstanding aspects that warranted inclusion.

11. Revenue & Capital Budgets

The Director of Financial Services explained that he would provide an update to the Committee for this outstanding reference under item 15 of the agenda.

12. ATOC (Association of Train Operating Companies) Update

The Commissioner explained that this work would be expected to reach completion in the coming weeks and a report would be submitted to the September Committee.

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

5. **APPOINTMENT OF EXTERNAL MEMBERS TO POLICE SUB-COMMITTEES AND BOARDS**

The Committee considered a report of the Town Clerk that recommended the Police Committee agree to increase the number of external Members it is permitted to appoint to certain of its Sub-Committees.

It also recommended the appointment of five external appointments to be co-opted by the Police Committee to the Economic Crime Board, Professional Standards & Integrity Sub-Committee and the Performance & Resource Management Sub-Committee for 2017/18.

Members discussed the possibility of applicants for the Police Grand Committee vacancy being eligible and appropriate for consideration for the Professional Standards & integrity Sub-committee vacancy.

Members also discussed the composition of panel members, and agreed that an external panel member would need to be appointed for the interview process.

RESOLVED – That the recommendations be approved.

6. **ANNUAL REPORT ON PROFESSIONAL STANDARDS ACTIVITY 2016-17**

The Committee considered a report of the Commissioner that provided a comprehensive overview of activities relating to Police Professional Standards over the year 2016/17. The Commissioner explained that the overall findings were positive.

The Chairman of the Professional Standards & Integrity Sub-Committee explained that the two main areas to focus on improvement were in capacity-related issues that lead to complaints, and also those issues arising from lack of attention to details.

The Deputy Chairman asked the Commissioner for an update on the status of the staff survey. The Commissioner explained that a new process had been put in place for staff surveys and that Chief Superintendent Evans was overseeing this. He explained that the response was higher than the average for public sector surveys. The Commissioner explained that the survey results are due to come out in July, and that they planned to address one of the major past criticisms which was a lack of communication of the results. A summary report would be available at the September Committee. (1)

RESOLVED – That the report be received.

7. **JOINT HEALTH AND WELLBEING STRATEGY AND JOINT SUICIDE PREVENTION ACTION PLAN**

The Committee received a joint report of the Director of Community and Children's Services and the Commissioner of Police that outlined the importance of the City of London Police and the City of London Corporation working together to improve the health and wellbeing of people in the Square Mile.

A Member asked why there had been such significant delays with regards to the implementation of signage. The Temporary Commander of Operations explained that the delays were caused by the requirement for planning permission from various third parties such as English Heritage.

A Member noted his disappointment at the fact that the report did not make any mention of the Safer City Partnership, considering the significant contribution of work that had been made on its behalf.

RESOLVED – That the report be received.

8. **RISK REGISTER UPDATE**

The Committee received a report of the Commissioner of Police updating Members on the status of the City of London Police Risk Register.

The Commissioner explained that there had been a recent change from AMBER to RED for Strategic Risk No.10 – Failure of ASC System since publication of the report. This was as a result of a lack of data causing it to be categorised as a critical risk. However, the Commissioner explained that attention was being given to resolving the issue.

A Member questioned the lack of risk mitigation present in the report. The commissioner agreed to pass on further information to the Member. (2)

A Member explained that many of the risks marked as RED were a cause for concern and portrayed a force under stress. The Member asked for reassurance that the CoLP were managing to sustain operating effectively. The Member explained that there seemed to be a number of significant operations ongoing that, if failing, would pose significant risks. This Member stated that there needed to be increased visibility on the management of these projects for this reason. The Commissioner explained that only the 'AMBER/RED' risks were included within the table and so the outlook is significantly better than portrayed by the table within the report. He explained that although the force itself is not 'RED', it is facing challenges during a current phase of transformation.

It was agreed that there needed to be a separate monthly update on the Police Accommodation project progress. (3)

The Committee Members gave their thanks to the Casualty Bureau for their assistance in responding to the recent violent attacks in London Bridge.

The Commissioner explained that there was a planned debriefing session in which they would ask two primary queries – “What capacity have we got?” and “Do we need to train more?”

A Member asked when a rollout on the new CAD system would take place. The Member claimed that if this was unknown, then that uncertainty constitutes a risk in itself.

RESOLVED – That the report be noted.

9. **SPECIAL INTEREST AREA UPDATE**

The Committee heard a verbal update from a Member on two Special Interest Areas:

Equality, Diversity & Human Rights

The SIA lead for Equality, Diversity & Human Rights explained that the CoLP lead officer for this SIA has now moved roles and so there would be a loss in useful communication for a period until his replacement is active. The Temporary Commander of Operations explained that the Inspector in question was now in a conduit role intermediating between the Metropolitan Police and the City of London Police. A Member explained that this vacancy needed to be filled as soon as possible. The SIA lead explained that the previous appointment took four months to recruit, and put forth the suggestion that the role might be open to civilians.

The lead explained that there were plans for the creation of a faith forum within the City of London. A Member suggested that this might already be in existence in some form, and so there would likely be foundations already in place that could be developed in this regard.

The lead explained that an HR business partner had been assigned to each staff network.

The lead explained that there is currently an Equality/Diversity Strategy in place, though this had not been updated on the CoLP website. (4)

The lead explained that the BME statistics for the CoLP were worse than those of the Metropolitan Police, and that the recruitment of probation officers was an area that needed particular attention. Probation panels are set to move towards an overall assessment of skills.

Anti-Social Behaviour & Community Engagement

The SIA lead explained that reporting methods for Anti-Social Behaviour have developed, leading to an increase in the number of incidents being reported.

RESOLVED – That the SIA Lead for Equality, Diversity & Human Rights and Anti-Social Behaviour & Community Engagement be heard.

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

There were no questions.

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

The Committee received a note of resolution from Port Health & Environmental Services Committee relating to the issue of illegal street traders within the City of London.

The note explained that the Port Health & Environmental Services Committee had received a report of the Director of Markets and Consumer Protection which sought approval on an action plan to stop these traders from operating. It was explained that there had been an increase in the number of violent incidents occurring when these traders were asked to cease their activities which had resulted in the requirement of Police assistance.

The Commissioner explained that in the event that it was established that violence is occurring, then the City of London Police would indeed commit appropriate response in order to resolve the issue. The Commissioner explained that no extra resources could be committed to an action plan of this nature without further consideration into evidence of violence taking place. If it was not evident that the incidents had escalated to violence then the issue should remain under the jurisdiction of Markets and Consumer Protection.

Members stated their approval of the issue being raised and in discussion suggested an increased focus from enforcement officers where possible in order to have a significant deterrent effect with minimal consumption of resources. The Commissioner agreed to take the discussion points into account when looking into the matter further.

It was agreed to send a resolution in response to the Port Health & Environmental Services Committee to communicate the discussion alongside the Commissioner's statements. (5)

RESOLVED – That the resolution be sent to the Port Health & Environmental Services Committee.

There was no further 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 1 of the Schedule 12A of the Local Government Act.

13. **NON-PUBLIC MINUTES**

The Committee considered the minutes from the previous meeting held on 18 May 2017.

13.1 **Police Pensions Board**

13.2 **Performance & Resource Management Sub-Committee**

13.3 **Economic Crime Board**

14. **ACTIONS TAKEN SINCE THE LAST MEETING**

The Committee received a report of the Town Clerk that summarised all actions taken under delegated authority and urgency proceedings by the Town Clerk since the last meeting.

15. **CAPITAL AND REVENUE OUTTURN 2016-17**

The Committee received a joint report of the Commissioner of Police and the Chamberlain that updated Members on revenue and capital outturn for 2016/17.

The Commissioner noted that underspending in comparison to predictions illustrated poor forecasting, but that this could be viewed as an anomaly caused by increased levels of scrutiny in the last quarter on non-pay spending. The Deputy Chairman noted that the balance of spending was wrong if there was a net underspend on staff costs and a net overspend on 'back-office' costs. The Commissioner assured Members that a new process for monitoring this balance of spending had now been implemented to mitigate this.

The Director of Financial Services explained that as there had not been any Home Office Police funding review as of yet, this meant that it was unlikely that there would be any increased funding for 2018/2019. A Member asked if the CoLP had submitted a letter requesting increased funding from the Home Office. The Commissioner confirmed that this had not been done.

The Commissioner explained that there had been a high level timeline put in place that would ensure successful management and delivery of the numerous projects over the coming 2-3 years such as the Control Room upgrade and Police Accommodation. An update would be submitted to the September meeting. (7)

A Member asked for clarification on the net overspend associated with Central Costs. The Commissioner explained that a reduction in income generated was caused by fewer officers operating on secondment than previously expected. The Director of Financial Services explained that certain costs, such as salaries, could not be categorised as capital project costs beyond Gateway 1-4.

A Member asked a question about the sums quoted for General Reserves and POCA Reserve Balances detailed within Table 3 of the report. In reference to the significant size of the sums, the Member requested clarification on the allocation of these funds with gross figures (8). The Commissioner explained that POCA has spending parameters associated, though the funds can be used for specified initiatives such as work with Europol on Romanian gangs and further investment into POCA and any recommendations made by the *Demand & Value for Money* review.

RESOLVED – That the report be received.

16. **RING OF STEEL STABILISATION AND COMPLIANCE PROJECT [IMS-DRS] ISSUE REPORT**
The Committee received a report of the Commissioner of Police regarding the Ring of Steel Stabilisation and Compliance Project [iMS-DRS].
17. **ESMCP - INTEGRATED COMMAND AND CONTROL SYSTEM UPGRADE TO ESN-READINESS (ESN-R)**
The Committee considered a report of the commissioner of Police regarding the Integrated Command and Control System Upgrade to ESN-Readiness (ESN-R).
18. **ACTION AND KNOW FRAUD CENTRE - CONTRACT SERVICE BUDGET**
The Committee considered a report of the Commissioner of Police regarding the Action and Know Fraud Centre.
19. **POLICE ACCOMMODATION STRATEGY: DELEGATED AUTHORITY REQUEST**
The Committee considered a joint report of the City Surveyor, Chamberlain and the Commissioner of Police regarding the Police Accommodation Strategy programme.
20. **POLICE ACCOMMODATION STRATEGY: DECANT - COLP DIRECT FIT OUT - GATEWAY 5 AUTHORITY TO START WORK**
The Committee considered a report of the Commissioner of Police seeking Members' approval for a number of recommendations regarding the Police Accommodation Strategy.
21. **POLICE ACCOMMODATION STRATEGY: DECANT - RELOCATION OF FORCE CONTROL ROOM**
The Committee considered a report of the Commissioner of Police seeking Members' approval for a number of recommendations to allocate budgets facilitating the Relocation of the Force Control Room as part of the Police Accommodation Strategy.
22. **TAXI DRIVERS' DEMONSTRATIONS AT BANK JUNCTION**
The Committee received a report of the Comptroller and City Solicitor detailing the response to the Taxi drivers' demonstrations at Bank Junction in January 2017.
23. **COMMISSIONER'S UPDATES**
The Committee heard an update from the Commissioner of Police outlining recent and upcoming issues facing the City of London Police since the last meeting of the Committee.
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

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

The Committee received a late report of the Chamberlain and the Corporate Services Category Board that was considered by Members.

The meeting closed at 1.09 pm

Chairman

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POLICE COMMITTEE

21 September 2017

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	13/07/17 Item 6 - <i>Annual Report of Professional Standards Activity 2016-17</i> Staff Survey Report	A summary report of the staff survey results available in July to be submitted to the Police Committee in September.	CoLP	COMPLETE – Report Submitted to September Agenda
2.	13/07/17 Item 8 – <i>Risk Register Update</i> Risk Mitigation	A Member questioned the lack of information on risk mitigation present in the report. The Commissioner agreed to pass on the mitigation information on the RED risks to the Member.	CoLP	COMPLETE – Note sent to Member on 3rd August 2017
3.	13/07/17 Item 8 – <i>Risk Register Update</i> Police Accommodation Monthly Update	It was agreed that there needed to be a separate monthly update on the Police Accommodation programme progress. There would also be a standing item on the Committee agenda	PAP Programme Director – Simon Rilot	ONGOING – Update circulated to Chairmen/Deputy Chairmen of Police, Projects Sub & Resource Allocation Sub on 09/08/17
4.	13/07/17 Item 9 – <i>SIA Update</i> Equality & Diversity Strategy	The lead explained that there is currently an Equality/Diversity Strategy in place, though this had not been updated on the CoLP website.	CoLP	COMPLETE – Confirmed to be available on website on 31/08/17

No.	Meeting Date & Reference	Action	Owner	Status
5.	13/07/17 Item 9 – <i>Any Other Business</i> Street Sellers Resolution	It was agreed to send a resolution in response to the Port Health & Environmental Services Committee to communicate the discussion alongside the Commissioner's statements.	Town Clerk	COMPLETE – Resolution submitted to 19/09/17 Committee Meeting
6.	13/07/17 Item 15 – <i>Capital and Revenue Outturn 2016/17</i> Budget Monitoring Report	A Year to Date Budget Monitoring Report 17-18 would be submitted to the September meeting.	CoLP	COMPLETE – Report Submitted to September Agenda
7.	13/07/17 Item 15 – <i>Capital and Revenue Outturn 2016/17</i> POCA Reserve Balance Gross Figures	In reference to the significant size of the sums in Table 3 detailing POCA Reserve Balances, a Member requested clarification on the allocation of these funds with gross figures.	CoLP Michelle King/ David Wright	COMPLETE – Information circulated to Members on 13/09/17
8.	13/07/17 Item 25a – <i>Provision of a Uniform Managed Service for City of London Police Stages 1&2 Report</i> Source of Clothing Stock	Members' questioned the source location of the clothing stock. The City Surveyor agreed to provide this information to Members.	City Procurement/ Chamberlain	OUTSTANDING – Followed up 31/08/17 Followed up further with Tamara Jaeniecke, Category Manager, City Proc/ Champs on the 06/09/17
10.	18/05/17 (1) Ring of Steel	The Ring of Steel Programme is on track and a report will be submitted to Committee in September 2017.	CoLP / Safer City Partnership	COMPLETE – Report Submitted to September Agenda

No.	Meeting Date & Reference	Action	Owner	Status
11.	18/05/17 (1) Barbican CCTV	CCTV upgrade The Commissioner advised that further work was being undertaken on the scoping of Phase 2 of CCTV upgrade and, owing to Crossrail and major building developments in that area, a report would not be expected until May 2018.	CoLP / Safer City Partnership	Report due May 2018
12.	18/1/17 Revenue & Capital Budgets	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. A verbal update was provided at July 2017 Committee.	CoLP/ Chamberlains	COMPLETE – This is outlined in the update reports on Demand and VfM Review on the agenda
13.	18/5/17 ATOC Update	This was withdrawn from the May agenda and it was noted that a deferment had been given to CoLP to present this report to the July Committee. A verbal update was provided at July 2017 Committee.	CoLP	COMPLETE – Report Submitted to September Agenda

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Agenda Item 4

Committee(s): Police- For information	Date: 21 st September 2017
Subject: Staff Survey update	Public
Report of: Commissioner of Police Pol 58-17	For Information
Report author: Detective Chief Superintendent Dave Evans	

Summary

The Chief Officer Team commissioned a Staff Survey this year in order to gauge the mood of the workforce, the last Survey having taken place in 2014-15. The Chief Officers were cognisant of the fact that the Force had been through a significant degree of change in the last two years and were also keen for the survey to support the evaluation of the Leadership Programme. The HMIC also identified this as an area for improvement in the 2016 legitimacy Inspection.

The Force opted to join the collaborative approach along with other UK forces with Durham University, which had developed a Workforce Climate and Staff Engagement Survey through work with the National Police Chiefs Council (NPCC) Workforce Co-ordination Committee chaired by Chief Constable Giles York.

The Survey took a 2 stage approach with a constrained question set to enable the academic analysis to take place which would allow the true testing of the sentiment and feeling of the organisation.

The collation of the results by the University has taken slightly longer than anticipated and only a high level overview of the results were made available to the Force on the 18th August 2017. This showed that the response rate was excellent and that Force scored well in the measures including Engagement, Emotional Energy, Organisational Pride, Confidence in Job Skills, Innovative and Creative Behaviour. Areas for further exploration where the force did not score so well include Hindrance Stressors, Job Satisfaction and Supportive and Ethical Leadership, questions on the latter were based around individuals' first line management. A full glossary of the areas measured is appended to this report.

Since this report has been submitted, Durham University have visited the Force to give a fuller outline of the results to the Senior Leadership Team on the 15th September 2017. Next steps include the development of an action plan and governance around delivery of this, along with a communication strategy to the workforce.

A further update will be provided to Members once the Force has had time to assess and digest the full results of the Survey.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. At your July Police Committee, Members asked for an update on the Staff Survey and the Commissioner undertook to bring an update to the September Committee (OR No. 1).
2. In 2017 the Chief Officer team commissioned a Staff Survey. (The last survey was completed in 2014-15). This was partly to support the focus on organisational development in terms of the three big shifts, empowerment, people growing and innovation, in tandem with evaluating the success of the Leadership development programme. The HMIC also identified this as an area for improvement in the 2016 legitimacy Inspection.
3. The key objectives of running the survey were:
 - To assist the organisation in gauging the mood of the workforce and identify areas of concern but also to assist the force in knowing what it is doing well.
 - To act as a baseline from which to work to make further improvements
4. Work with Durham University to develop a Collaborative Research Unit and Workforce Climate and Staff Engagement Survey was developed through the National Police Chiefs Council (NPCC) Workforce Co-ordination Committee chaired by Chief Constable Giles York back in 2015.
5. Following the signing of an MOU between Durham University and Durham Constabulary on 28 September 2016 to 'host' the National Survey, it was offered to other Forces wishing to join the survey and CoLP made the decision to use this opportunity to join the survey.
6. Dr Les Graham and his team at Durham University visited forces deciding to participate to set out their approach.
7. Methodology- The Survey took a 2 stage approach- part A and part B- It was a 'constrained' survey with a core question set to enable the academic analysis to take place and to allow the true testing of the sentiment and feeling of the organisation. There was no 'free text' facility, as this would have made analysing the results extremely difficult. The question set presented to CoLP staff was a bespoke set, and whilst based upon the core survey had additional questions included, intended to seek feedback on the 3 big shifts of our Leadership Programme.
8. Because of the shifting sands of question sets selected by different forces, our comparison against other forces in the same area varies between 7 and 29 other forces depending upon the question. The comparison is against a 12 month rolling programme and therefore we may be seeing comparisons against forces

that are much further down their journey of responding to the outcomes of surveys.

9. The Survey measure categories were as follows:

Vision Clarity	Engagement
Mission importance	Creative Process Engagement
Perceived Organisational Support	Feeling Responsible for Making Improvements
Procedural Justice (Fairness)	Challenge Stressors
Ethical Leadership	Hindrance Stressors
Supportive Leadership	Uncertainty
Job Satisfaction	Emotional Energy
Public Service Motivation	Commitment to Change
Meaning of Work	Change discomfort
Feeling of Autonomy	Extra mile Behaviour (Organisation)
Feeling of being Controlled	Creative Behaviour
Individual Code of Ethics Values Alignment	Innovative Behaviour
Confidence in Job Skills	Ethical Voice Behaviour
Organisational Pride	

10. A full glossary of the measures is attached at Appendix 1 which explains the meaning of each of the measures in more detail.

Current Position

11. It was anticipated that the results of the survey would be available in July, however, unfortunately these were still being collated and analysed by the University throughout the summer.

12. A teleconference call was arranged for Friday 18th August 2017 at which Dr Les Graham provided DCS Evans with a high level overview of the findings from the survey. The full findings of the Survey had not been made available to the Force, meaning only a high level overview is available here for Members as the deadline for Police Committee precluded any fuller analysis and presentation to Members at this point.

13. However, since the Committee deadline, Dr Les Graham has visited the Force on the 15th September 2017 to present an overview of the findings of the Survey to the Senior Leadership Team. Detective Chief Supt Evans is developing an action plan to take forward the areas for further exploration and recommendations as a result of the Survey findings. This will be sponsored by the Chief Officer Team.

Overview of findings

14. Highlights of the findings are outlined below as detailed by Dr Les Graham in the conference call on the 18th August 2017.

Response Rate

The response rate was 57% for Part A- rated as an outstanding achievement; and the response rate for Part B was 31%- rated as an excellent achievement. The response rate means that it will be a good baseline from which to measure change.

Areas which scored well

Engagement

This showed that CoLP scored highest out of 9 Forces for engagement, but that the scores were higher for police staff than for police officers (however, another 15 forces are about to be surveyed so this position may drop).

Perceived Organisational Support

Both Police Officers and Police Staff scored at the top end of this measure and well above the force average (out of 26 forces).

Emotional Energy

CoLP scored in the top quartile out of 29 forces. The score was higher for police staff than police officers.

Organisational Pride

CoLP scored high out of 12 other Forces showing a very positive response for Police Officers in particular.

Public Service motivation

This showed CoLP as high in comparison to other forces in general albeit with one or two 'hotspots' where further analysis will be required in order to prioritise further action.

Vision Clarity

CoLP scored above average out of 23 other forces

Commitment to Change

Police Staff scored higher and showed a better reaction to change than officers. For the Police officers the results show that although positive about change, there is a sense of inevitability about it.

Confidence in job skills, innovative and creative behaviour

CoLP scored high compared to other forces but the comparison between officers and staff had not yet been completed.

Areas identified for further exploration and action

15. The following areas measured have been identified for further exploration as scores were lower: 'Job satisfaction', which showed an average score for Police Officers but was lower for Police Staff; 'Hindrances Stressors', which is about perceived hindrances/ constraints to 'doing the job' and in particular for Police Officers, Police staff scored average on this measure; 'Procedural Justice'

(Fairness), Ethical Leadership and Supportive Leadership are all measures recorded where there is room for significant improvement. It should be noted that the leadership questions responses were framed around individual's first line supervisors.

16. In summary, Police Officers and Staff feel they are skilled and know what they are doing, have pride in the organisation and have high emotional energy and engagement. Areas for some improvement include fairness and further investigation is required around the leadership and hindrance measure findings.

17. It was noted that in a number of forces who have taken part in this Survey that there was an overriding feeling of having been in 'survival mode' owing to the impacts of austerity and that this had no doubt affected the responses to the survey.

Next Steps

18. Once the full findings have been shared with the Force, they will be analysed more fully and areas for action or further exploration identified. An action plan will be developed, including timescales and governance will be put in place to monitor the progress / direction of travel for the areas in the plan. Additionally, an appropriate communication strategy will also be scoped as part of next steps.

Corporate & Strategic Implications

19. The outcome from the Staff Survey will identify any further organisational development requirements in terms of investing in the workforce and improving processes. This will link in to the Staff Retention Strategy and Talent Management Strategy.

Conclusion

20. The Staff Survey has proved to be a valuable tool to assess the mood of the workforce and identify and enhance the areas of positivity, whilst at the same time identify areas for further development and improvement. This will ensure that CoLP gets the best out of its workforce and will ultimately contribute towards providing the best service to the community.

21. A further update will be provided to Members once the full results have been received and digested.

Appendices

- Appendix 1 – CoLP Staff Survey- Glossary of Measures

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Glossary of Measures – City of London Police Staff Survey 2017

Vision Clarity

Individuals were asked their opinions on how clear the organisation's vision is to them, whether it has defined objectives and whether it is easy to understand.

Mission Importance

Public sector organisations often have missions with broader scope and more profound impact on individuals' work attitudes and performance than those typically found in the private sector. If individuals view the organisation's mission as important, they tend to regard their roles as more personally meaningful and incorporate organisational goals into their work.

Perceived Organisational Support

Perceived organisational support refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their well-being. It also refers to a feeling of assurance that the organisation will provide support when individuals face particularly difficult or challenging circumstances when carrying out their duties. When individuals feel valued, their socioemotional needs of respect, being cared for and receiving approval will be met, and they will reciprocate with higher levels of discretionary effort and felt obligation. Perceived organisational support is more strongly related to social exchange rather than economic exchange because it is most affected by discretionary actions by the organisation rather than as a result of external constraints, such as government regulations. Perceptions of positive support from the organisation affect an individual's relationship with the organisation, and have an important impact on individuals' well-being and commitment towards the organisation.

Procedural Justice (Fairness)

Procedural justice concerns the fairness of the ways and processes used to determine the distribution of outcomes among individuals. We can think of it as individuals' perceptions of the procedural fairness of decisions made across the organisation. Procedural justice plays a key role in determining whether or not individuals link their social identity to an organisation, which in turn impacts whether individuals engage in discretionary effort for the organisation.

Ethical Leadership

In the workplace, most individuals look outside of themselves to significant others for guidance on ethical matters. Ethical leadership can be considered as the demonstration of appropriate conduct, both in an individual's personal actions and their interpersonal relationships. Ethical leaders promote ethical conduct to their employees through two-way communication, reinforcement and decision-making. Ethical leadership can be conceptualised as having three building blocks: being an ethical example, treating people fairly and actively managing morality.

Moral Person – ethical leaders are honest, fair and trustworthy individuals who engage in principled decisions. They behave ethically in their professional and personal lives.

Moral Manager – encourages correct behaviour and discourages subordinate unethical behaviour through communication about ethics and applying sanctions when unethical behaviour occurs. Moral managers make ethics an explicit part of their leadership agenda and act as intentional and visible role models of ethical behaviour. They use communication, rewards and sanctions systems to hold employees accountable for ethical conduct. We asked employees about their views of their current immediate supervisors' leadership.

Supportive Leadership

Supportive leadership stresses the importance of personal integrity and serving others, such as employees and communities. It focuses on the development of people to their fullest potential through an understanding of each person's different characteristics, strengths and interests. Supportive leaders serve as role-models, build trust and provide feedback and resources to their people. It is argued that supportive leadership combats negative outcomes associated with the promotion of self-interest which underlies many incidents of unethical behaviour.

Job Satisfaction

Job satisfaction is simply defined as how content an individual is with his or her job. In this study, we measured a single dimension of affective job satisfaction to represent an overall emotional feeling individuals have about their job as a whole.

Public Service Motivation

Interest in public service motivation (PSM) has arisen from the observation that employees in the public sector behave differently from their private sector counterparts. PSM is seen as a unique attribute of public-sector employees that provides them with a desire to serve the wider community. PSM has been defined as “the motivational force that induces individuals to perform meaningful . . . public, community and social service.” PSM comprises four key dimensions: *self-sacrifice*, *attraction to public policy-making*, *commitment to the public interest or civic duty* and *compassion*. PSM is considered as a useful basis for understanding public-sector employee motivation and can be thought of as an attitude that motivates public-sector workers to display altruistic or prosocial behaviours.

Meaning of Work

We asked individuals whether they perceive their work and job activities as important and personally meaningful to them.

Feeling of Autonomy

Autonomy reflects an individual’s sense of having choice in initiating and regulating work actions. It reflects independence in the initiation and continuation of work behaviours and processes.

Feeling of Being Controlled

In contrast to feelings of autonomy, when an individual experiences feelings of being controlled, they undertake their daily work activities purely due to external pressure and obligation rather than making individual choices and following individual interests.

Individual-Code of Ethics Values Alignment

We measured the extent to which individuals believe their own personal values align with those expressed in the Code of Ethics.

Confidence in Job Skills

Confidence in job skills measures the extent to which individuals believe they have the skills, abilities and confidence required to complete their job tasks and to perform well in their job.

Organisational Pride

Pride refers to an individual's evaluation of the organisation's standing, general worth and status. When individuals identify their organisation as having high status, they are more likely to have a positive social identity with the organisation. When pride is high, there is increased motivation to be loyal to the organisation, its values, rules and leadership. Prior research has found a clear linkage between pride and discretionary behaviour.

Engagement

Engagement is a measure of an individual's personal expression of their self-in-role. Someone is engaged in their work when they are able to express their authentic self and are willing to invest their personal emotional, cognitive and physical energies into their work and job roles. To do this requires them to feel that the work has meaning, that they feel safe and that they have the required resources. Improved engagement can lead to higher individual performance, enhanced well-being and reduced staff turnover.

Creative Process Engagement

Creative process engagement measures the extent to which individuals engage in various actions related to creative thought processes while at work. These include identifying potential problems, researching relevant and useful information, and generating various ideas and possible solutions. Previous research has found that individuals who spend more time and effort engaging fully with a problem, thoroughly researching information and producing a greater number of alternative ideas, are more likely to identify solutions which are new, creative and useful.

Feeling Responsible for Making Improvements

We measured the extent to which individuals feel a personal sense of responsibility to bring about improvements and changes in the workplace, to correct problems, and to deal with issues. When individuals feel a stronger sense of responsibility, they are more likely to work to achieve improvements to increase effectiveness and to find solutions to organisational problems.

Challenge Stressors

Challenge stressors reflect individuals' perceptions of work-related demands, such as workload, time pressures, and levels of responsibility. Individuals who experience challenge stressors, although they may find them stressful, will view them as an opportunity for personal gain, such as growth and personal development or achievement of important outcomes.

Hindrance Stressors

Hindrance stressors also refer to work-related demands; however, individuals view these demands as constraints that hinder their performance and achievements at work. This impacts strongly on their well-being and reduces their engagement in discretionary behaviours. Examples of such constraints include role ambiguity, red tape and workplace politics, which do not provide individuals with the opportunity for personal gain and prevent achievement of valued goals.

Uncertainty

We asked individuals about the level of uncertainty they perceive exists in their workplace, and how unsettled and uncertain they feel.

Emotional Energy

Emotional energy is central to individuals' well-being and can be considered as the amount of emotional and mental energy individuals have available to them to meet the daily demands and challenges they face in their roles. Low levels of emotional energy are manifested by both physical fatigue and a sense of feeling psychologically and emotionally 'drained' at work. Prior research has found that low emotional energy levels are related to reduced organisational commitment, lower productivity and performance, reduced engagement, ill-health, decreased physical and mental well-being, increased absenteeism and turnover intentions, and lower levels of persistence in the face of difficulties.

Commitment to Change

Commitment to change can be thought of as a mind-set that binds an individual to an attitude and actions that will result in successful implementation of a change initiative. Prior research has suggested that commitment to change is made up of three different types of commitment. **Affective commitment** occurs when the individual has a desire to support the change due to their beliefs that the change has inherent benefits. **Continuance commitment** to the change occurs when the individual recognises high costs of not providing the change or they have no choice but to go along with it. **Normative commitment** occurs when the individual feels a sense of duty or obligation to provide support for the change.

Change Discomfort

We measured the extent to which individuals feel discomfort and unease when they think about the change that affects them within the organisation.

Extra-Mile Behaviour (Organisation)

Well-functioning organisations not only need people who are reliable in the way they carry out their specific roles and job requirements, but who also engage in innovative and spontaneous activity that goes beyond their role requirements; going the extra-mile. This study examined extra-mile behaviours (EMBs) targeted at the organisation. This measure includes not only whether individuals offer ideas to improve the functioning of the force, but also whether they are loyal towards the force, will defend the force when other employees criticise it and are concerned about the reputation of the force.

Creative Behaviour

Creativity is often thought of as the ability to generate new and original ideas that are useful and appropriate considering environmental and task constraints. Individuals' creative behaviour can be essential for problem solving, for adapting to unexpected situations and for efficiently utilising limited resources to address continuously changing demands.

Innovative Behaviour

We asked individuals about the frequency they engaged in innovative behaviour at work, encapsulating not only the generation of new ideas, but also the securing of necessary resources and adequate planning for idea implementation.

Ethical Voice Behaviour

Ethical voice behaviour refers to the communication between individuals and their work teams, with particular focus on integrity and ethical behaviour. This measure investigates the extent to which individuals are willing and prepared to talk to members of their work teams if they believe they are behaving without integrity.

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Committee(s): Police Committee- For information Safeguarding Sub Committee – For information	Date: 21 st September 2017 27 th September 2017
Subject: Annual update on the Custody of Vulnerable Persons (Young Persons, Children and Mental Health)	Public
Report of: The Commissioner of Police and the Town Clerk Pol 56-17	For Information
Report authors: Insp Ashlie May, Uniformed Policing Directorate Craig Spencer, Town Clerk’s Department	

Summary

It was previously agreed to provide Members with an annual update on two key areas of policing; young persons and children in custody and mental health crisis in custody. This is a joint report of the Commissioner and the Town Clerk. City of London Police (CoLP) collects and analyses information across these areas, in response to national recommendations from Her Majesty’s Inspectorate of Constabulary (HMIC) amongst others, and in recognition of the importance of understanding and responding to any potential issues or trends.

An annual update will continue to be provided on these areas to show commitment to accountability and transparency. Young persons and children who are held in custody may be vulnerable for a number of reasons and the CoLP and City of London Corporation (CoL) have established processes to deal with them which are detailed in this report. The report also includes custody and mental health data reported for 2016/17 with some comparison against previous years data where it is available, it also details developments in best practise such as the Street Triage system for those assessed under mental health protocols.

The report presents data (Appendix 2) on a number of categories for custody including numbers of children and young persons detained, length of time detained, age, gender and ethnicity of those detained and offences for which they were detained. The report covers data (Appendix 3) on numbers detained under the Mental Health Act 1983 and numbers of mental health assessments. It explains the procedure for when a mental health crisis develops once someone is within the custody suite rather than when police are called to assist someone on the street.

Recommendations

Members are asked to:

- Note the report.

Main Report

Young Persons and Children in Custody

Background

1. It was previously agreed to provide Members with an annual update on Custody of Vulnerable Persons (Young Persons, Children and Mental Health) in the City of London. This is a joint report of the Commissioner and the Town Clerk and is the second annual update. It covers the reporting period April 2016 to March 2017. Some trend/ benchmark data has been provided where it is available.
2. England, Wales, Northern Ireland and Scotland each have their own guidance for organisations to keep children safe. They all agree that a child is anyone who is under the age of 18. The Police and Criminal Evidence Act 1984 (PACE) define a young person or child to be between the ages of criminal responsibility 10yrs and have not reached the age of 18. We use the term 'child' to refer to younger children who do not have the maturity and understanding to make important decisions. We use the term 'young person' to refer to older or more experienced children.
3. Custody officers are required to make a decision about whether they should treat the individual as a juvenile or as an adult. *PACE Code C paragraph 1.5 - states Anyone who appears to be under 18, shall, in the absence of clear evidence that they are older and subject to paragraph 1.5A, be treated as a juvenile for the purposes of this Code and any other Code.*
4. The law already recognises that police cells are not a suitable place for young persons and children. The Police and Criminal Evidence Act 1984 requires the transfer of children who have been charged and denied bail (remanded in police custody) to be moved to more appropriate local authority accommodation.
5. The related duty to local authorities set out by the Children Act 1989 is to accept these requested transfers. The detention of a child in the custody of a police cell is only allowed where exceptional circumstances prevent movement or where such children are a risk to the public and themselves, or no local authority accommodation is available.
6. Young persons and children in custody legally require an appropriate adult (AA) to be appointed as soon as possible and to be present during specific stages whilst in custody. These include the booking in procedure, interview, charge and other custody processes such as custody staff taking DNA, photographs and fingerprints to the provisions of the Police and Criminal Evidence Act 1984.
7. The release of the 'Concordat on Children in Custody' by the Home Office in March 2016 set out the role of each organisation in the process of detaining a child into custody and where responsibility lies. This clarifies the legal requirements and offers guidance on how these are put into place; particularly around the transfer of children from custody to local authority accommodation.

8. The Concordat is there for the Police and Local Authorities to aid compliance with their statutory responsibilities and to bring about a decrease in the number of children held overnight in police custody. The concordat sets out seven principles to achieve these aims:

- Whenever possible, charged children will be released on bail.
- Children denied bail will be transferred whenever practical.
- Secure accommodation will be requested only when necessary.
- Local authorities will always accept request for non-secure accommodation.
- The power to detain will be transferred to the local authority.
- Where a local authority fails to provide accommodation it will reimburse the police.
- Police forces will collect data on transfers.

9. On behalf of the City of London Police the Commissioner has signed the Concordat.

Current Position

10. In October 2015 the CoLP initiated Liaison and Diversion (L&D) Services within their Police Custody suites. L&D services operate in the following ways:

- Identify, assess and refer people of all ages with a wide range of mental health, learning disability, substance misuse and social vulnerabilities when they first come into contact with the youth and adult criminal justice systems on suspicion of having committed a crime.
- When a person is assessed as having single or multiple vulnerabilities, they will be referred to the appropriate treatment or support service and an appropriate package of care and/or support will be instigated.
- Accurate, timely information on the person will be shared with police and the courts to ensure that any charging, sentencing or disposal decisions are based upon an authoritative assessment of their mental health, any learning disability and whether they have a substance misuse issue.
- L&D services support the most appropriate outcome for those individuals. For many this contact with criminal justice agencies will be the first time they will have been assessed and diagnosed.
- L&D is not itself a treatment service, but it is an identification, assessment and referral service. It uses assessments to make appropriate referrals for treatment and support, and ensures criminal justice practitioners are notified of specific health requirements and vulnerabilities of an individual which can be taken into account when decisions about charging and sentencing are made.
- Services aim to identify individuals as early as possible after they come into contact with the police and criminal justice system. They will provide coverage at police interview and custody suites and at criminal courts.

They will link up to other parts of the justice process, such as prison, probation, youth offending teams and the young people's secure estate.

11. The Liaison and Diversion service is supplied by the East London NHS Trust in partnership with NHS England the CoLP are part of Cluster I of the North and East London Liaison and Diversion Hub as shown in Appendix 4.

Process in custody

12. As soon as it can be ascertained that a detainee is 17 years old or younger an assessment interview by a Liaison and Diversion nurse is requested. This is to ensure CoLP is not missing any incidents of Child Sexual Exploitation or criminal factors of adult cohesion. The Liaison and Diversion nurses are currently available for assessments in custody during the hours of 8am-10pm Monday to Friday. Outside of these times, and if available, an interview may be conducted by a member of the Public Protection Unit.
13. The CoLP has two custody suites, one based at Snow Hill and the other at Bishopsgate. The principle custody suite is Bishopsgate which has a secure Perspex room, commonly known as 'the bubble' within the reception area of custody. It is designed for use by children and vulnerable persons who have been detained for a criminal matter. This is believed a more suitable place than a cell, as both police and the detained person continue to be visible to each other and there is less chance of the detainee being further alienated or stressed by their predicament. A custody cell is used only as a last resort, dependent upon the circumstances at the time and this would be with other control measures in place to reduce stress and risk as much as possible.
14. The CoLP has a clearly articulated police process for children in custody which is in the form of a flowchart responding to a young person being charged with an offence and this is attached as Appendix 1. The City of London Corporation has also produced a similar flowchart to reflect process from a local authority perspective.
15. The Appropriate Adult service is currently commissioned by the Community and Children's Services Department (CCS) but is managed by CoLP. The service meets with CCS quarterly and statistics are provided on how often the service is used.
16. When a person under the age of 18 years enters custody, every effort is made by the Custody Sergeant and Designated Detention Officer to keep the young person from being placed within a custody cell. The booking in procedure is initiated on arrival to establish many important facts, such as name, age, address, mental wellbeing and health. During the interaction with the detained young person/child, concerted attempts are made to establish the parents or family member details to act as an Appropriate Adult (AA). In some cases there is no alternative but to use the Appropriate Adult service.

17. Police officers will submit an intelligence document, a Form 377, which is comprehensive information to assist the Public Protection Unit (PPU) and social services and allow appropriate follow up processes to be initiated.

Local Authority Transfer Arrangements

18. The CCS department within the City are called initially. If out of hours this is then referred to Hackney, who request accommodation from Tower Hamlets. Tower Hamlets will contact the Local Authority within which the child or young person *lives* and request accommodation. Historically, all accommodation requested has not been provided. The requirement for children to be transferred to overnight accommodation is only for those who have been *charged and remanded*, where bail has not been granted. Where the pre-charge investigation is on-going, the child remains in the custody suite, although every effort is made to reduce the length of time they are there. With the implementation of the pre-charge bail legislation in April 2017 there has been a vast reduction in children being released on bail, the majority being “Released under Investigation” whilst the investigation of the offence proceeds without the requirement for the child to be on bail.

19. All Custody Sergeants are fully aware of the current process both inside and outside of working hours and this has been shared with City of London Corporation (CoL) staff to ensure wider knowledge of the process. Police are mindful that juveniles should not be detained for longer than needed in accordance with paragraph 1.1 of Code C of PACE and should avoid holding young persons and children overnight in police custody cells unless absolutely necessary.

20. If there are no available spaces within the social services’ remit ‘to house the young person or child at an appropriate site’ then current arrangements to provide a cell ‘in extremis’ could potentially lead to extended periods of time for children in custody. The minimum stay for a detainee for the period recorded as shown in Appendix 2, figure 3 was around 0.8 hours, with the maximum 38.8 hours, due to the fact that the child had been charged and remanded in custody and the local authority could not provide accommodation as requested by CoLP.

Detention data for 2016/17

21. This report includes data which has been collated from custody records over the period of April 2016 to March 2017 of Young Persons and Children being detained in custody. The ages are shown at Appendix 2 in figure 6 with ethnicity in figure 7 and gender in figure 8. This report also includes the number of Young Persons and Children being detained in custody over the period of April 2016 to March 2017 for comparative purposes. All figures referred to in this section are at Appendix 2.

22. The data provided within figure 1, ‘Number of children and young people including 18 year olds in custody 2016/17’ shows 42 were under 18 years old (Including 18 year olds 83). This shows a reduction of 45% compared to the previous year 2015/16 when there were 77 young persons and children under 18

in custody (including 18 year olds, details a reduction of 31% when there were 121). 42 young persons and children entered City of London Police custody that year; this equates to an average of just over 3 a month (including 18 year olds, nearly 7 a month). The average per month for the previous year was just over 6 per month which shows a reduction of 50%. November saw the highest number with 5 (Including 18 year olds, 11??) whilst February had the lowest number of 2 (with no 18 year olds). A comparative of the population of under 18 children and young people detained in custody year upon year is provided in figure 2.

23. The length of time young persons and children were detained following arrest/caution is shown at figures 3 and 4, clearly displaying maximum and minimum times with the average times shown.

24. In terms of gender, the data shows that of the 42 young persons and children detained in custody, 39 were male and 3 female. This compares to the previous year when 63 were male and 14 were female. The youngest person detained in police custody was recorded as a 13 year old white British male for an offence of 'possession with intent to supply a class A drug' in October 2016. He had been arrested at 12:55hrs, arrived at the Custody Suite at 13:55hrs and the procedure of booking in, detention authorised (14:15hrs) obtaining the required appropriate adult (requested at 14:47hrs) and the attendance of the appropriate adult from the AA Scheme (16:48hrs) took 2 hours 53 mins; the child was interviewed with a solicitor at 20:02 hrs and left custody with no further action at 22:19 hrs. Therefore the child was in the Custody Suite for 8hrs and 24 mins.

25. The length of time a young person or child was detained following arrest/caution awaiting an appropriate adult is shown in figure 4 and figure 5 displaying the average time waiting for an appropriate adult.

26. A breakdown of offences for which young persons and children were brought into custody during 2016/17 is at figure 10. There were 19 different offences documented, along with one classed as 'other.' The most common offence is possession with intent to supply drugs with 8 offences and the next is possession of an offence weapon with 6 offences.

27. During the recorded period from April 2016 to March 2017 the City of London Police requested the relevant local authority to provide accommodation for 4 young persons who were charged and remanded in custody. Disappointingly, no accommodation was provided by the relevant local authorities for any of the 4 young persons and so they remained in City Police Custody. The Concordat for Children in Custody to prevent the detention of children in police stations following charge was signed off in April 2016 and part of that concordat states;

"After a child is charged with an offence, custody officers have a duty under the Police and Criminal Evidence Act (PACE) to secure the transfer of the arrested child to local authority accommodation; local authorities have a duty to accommodate the child under the Children Act 1989."

28. Following a request for secure accommodation, the local authority must do everything within its power to find secure accommodation for the child in question. If the local authority fails to find any secure placements, or reach agreement with the police as to any suitable alternative, for the child then custody officers will have no choice but to retain the child in police custody for the protection of the public.
29. The police are not funded to accommodate under-18 year olds in custody. It is therefore important that local police forces are reimbursed when a transfer to local authority care does not take place, for whatever reason. This reimbursement is a long standing statutory obligation for local authorities. Section 21(3) states:
- “Where a child has been... detained under section 38 of the Police and Criminal Evidence Act 1984, and he is not being provided with accommodation by a local authority... any reasonable expenses of accommodating him shall be recoverable from the local authority in whose area he is ordinarily resident.”*
30. The level of expense for overnight detention must be determined by the police force, and should be based upon the costs of cell use, staffing, healthcare and any other provision required for a detainee. Mechanisms for the recovery of these costs must be determined at a local level and will vary depending upon any existing reimbursement arrangements between police forces and local authorities. The CoLP has commenced recovering costs from Local Authorities for the detention of children after charge when no accommodation was provided by the Local Authority in which the child resides.

Use of Force on those Under 18

31. To set some context, this relates not specifically to use of force within the custody suite but to those brought into the custody suite where use of force (handcuffs) has already been applied on the street or at the scene. The officers dealing with each instance will have made a dynamic risk assessment in each case and assessed the use of handcuffs as both proportionate and necessary to ensure not only the safety of the individual being detained, but also the safety of the officers and/ or the general public. In essence, the decisions regarding the application of force are made before the detainee steps across the threshold of the custody suite.
32. Statistics show that for the period April 2016 to March 2017 a use of force (handcuffs) was used for those under 18 in 25 out of the total 42 occasions, equating to 59% of arrests.
33. So far for the months of April to June 2017 of 19 individuals under 18 brought into custody, 12 have been handcuffed, this equates to 63%. Ages ranged from 13 yrs (one individual who was detained for making threats to kill) to 17 yrs for offences ranging from theft of moped to ABH and possession of drugs. (As a comparison during the same period, 8% of all juveniles arrests made by Cambridgeshire Police and 13% of all juvenile arrests made by the Metropolitan Police Service (MPS) show use of force applied. However the MPS is not a

reliable comparator for CoLP owing to the sheer numbers that they deal with everyday across London). The Force monitors use of force at its working group that meets quarterly along with other custody issues and stop and search. Part of the remit of this group is to identify any issues and trends and address these if appropriate to do so through further training or learning.

Bail and referral pathways

34. With the Policing and Crime Act 2017 receiving Royal Assent in January 2017 and the changes to pre-charge bail that commenced in April 2017 (there is now a presumption of release without bail in almost all cases unless the necessity and proportionality test are met) there has been a clear and definite shift in the CoLP to the use of Voluntary Interviews to investigate offences where children and young persons are involved. In May 2017 alone there was only 1 child arrested (13 years old and for whom bail was deemed necessary and proportionate) however 4 children/young people attended for Voluntary Interviews during May (aged 13,14,15 and 16)
35. The CoLP has clear referral pathways to City of London Children's Social care through the Force's Public Protection Unit (PPU). A Form 377 (soon to be Public Protection Notice on NICHE, the new crime and intelligence recording system) is completed for every juvenile that comes in to custody. These are reviewed by a PPU officer within 72 hours and generally within 24 hours. All 377 reports are referred to the Duty Desk at the City of London Children's Social Care via their dedicated duty team email. Additionally, the PPU will refer the report to the Children's Social Care Team within the borough where the child resides. This is documented on the 377 report. Once cases have reached the appropriate social care team or referral unit in the appropriate borough, these reports are assessed as per any other referral in line with Pan London Child Protection Procedures and local thresholds.
36. There is no requirement for police to follow up on these referrals unless there is some specific involvement in relation to a S47 or S17 (Child Protection or Child in Need) investigation. This procedure is documented in the CoLP Child Protection Procedures to ensure effective multiagency working and children's safeguarding.
37. It is confirmed that none of the juveniles under 18 arrested during the reporting period 2016-17 reside in the City of London. It should be noted by Members that many of the juveniles who enter the City and are arrested for offences, travel to the City from surrounding boroughs specifically to commit crime and are therefore dealt with by social care teams within the borough in which they reside once due process has taken place in the City.

Mental Health Crisis in Custody

Background

38. The policy covering guidance within custody on mental health is the Police and Criminal Evidence Act 1984 (PACE) which states below:

“It is imperative that a mentally disordered or otherwise mentally vulnerable person, detained under the Mental Health Act 1983, section 136, be assessed as soon as possible. A police station should only be used as a place of safety as a last resort but if that assessment is to take place at the police station, an approved mental health professional and a registered medical practitioner shall be called to the station as soon as possible to carry it out.”

39. The Policing and Crime Bill 2017 received Royal Assent in January 2017 with positive implications for Children and Young Persons detained under section 136 MHA 1983 with reference to the use of Police Stations. An amendment to the Mental Health Act 1983 now includes;

Section 136A Use of police stations as places of safety

(1) A child may not, in the exercise of a power to which this section applies, be removed to, kept at or taken to a place of safety that is a police station

2) The Secretary of State may by regulations—

(a) provide that an adult may be removed to, kept at or taken to a place of safety that is a police station, in the exercise of a power to which this section applies, only in circumstances specified in the regulations;

(b) make provision about how adults removed to, kept at or taken to a police station, in the exercise of a power to which this section applies, are to be treated while at the police station, including provision for review of their detention.

40. The Royal Assent of the Policing and Crime Bill 2017 has also;

- Reduced the maximum duration of detention from 72 hours to 24 hours for the purposes of an assessment.
- Extended police powers to act quickly to detain and remove people experiencing a mental health crisis.
- Included the requirement for police officers to consult health professionals prior to detaining someone under the Act's provisions (if practicable).

41. CoLP does not use Police Custody as a place of safety for any persons detained under section 136 of MHA 1983.

42. The Health Care provision within CoLP Custody suites is provided by a well known supplier of these services. The new contract which commenced in March 2017 stipulates that the Health Care Professionals are embedded 24/7, 365/366 days per year, therefore ensuring that all persons that require an initial mental health assessment will be assessed easily within an hour and generally as soon as the custody officer believes an assessment is required.

43. In May 2017 the CoLP adopted the THRIVE project definition for vulnerable persons;

“a person is vulnerable if as a result of their situation or circumstances, they are unable to take care or protect themselves, or others, from harm or exploitation.”

Street Triage Scheme

44. Ten police forces have been piloting the system of 'street triage'. This includes the City of London Police. This is where a police officer and mental health worker act in partnership to assess people on the street and, where necessary, take them directly to a health care facility.
45. Within these schemes, mental health professionals provide on the spot advice to police officers who are dealing with people with possible mental health issues. This advice can include an opinion on a person's condition, or appropriate information sharing about a person's health history. The aim is, where possible, to help police officers make prompt and appropriate decisions, based on a clear understanding of the background to these situations and of the individuals they are dealing with. In addition to having benefits for the individuals, benefits in terms of reducing time in custody and speeding up the end to end process of dealing with the individual are also clear. This has clear implications for increasing efficiency.
46. The City of London Police has two mental health professionals that deploy with Response officers every Wednesday, Thursday, Friday and Saturday from 1500hrs – 0300hrs. This is currently a six month trial and is funded by the NHS. This will be reviewed after three months and further funding will be required in the longer term if the trial is to continue and become embedded as business as usual. The figures suggest that the scheme is currently proving to be highly successful. July alone resulted in 17 individuals being dealt with via alternative pathways rather than being sectioned under S136 of the Mental Health Act. On average, when an individual is sectioned this usually takes at least two officers and a vehicle off the street for at least four hours. When totalled, this is the equivalent of 136 hours of officer time saved which is 17 days in total – a significant saving of officer time.

Current Position

Mental Health Process

47. The City of London Police has two standard operating procedures (SOP's) that relate to mental health, these are: Dealing with Mental Health Incidents and Medical and Mental Health Issues in Custody. These policies provide a framework for dealing with aspects of managing and dealing with persons in police detention to the required standard, as set out in Code C of the Police and Criminal Evidence Act 1984, the Code of Ethics and the College of Policing Authorised Professional Practice (APP) for detention and custody. Both of these procedures are regularly reviewed and updated and are readily accessible for members of staff on the Force's intranet.
48. When a person has been arrested and it becomes apparent whilst the person is in custody they are suffering from a mental health issue, the custody officer must implement the procedure for a mental health assessment. The custody officer will request the Health Care Practitioner (HCP) for an initial assessment of the detained person and if found the detained person is displaying symptoms of a

mental health crisis the HCP will request the attendance of a Liaison and Diversion nurse to conduct an assessment. (If the L&D nurse happens to be present within the Custody suite at the time the custody officer believes an assessment is required, the assessment of the HCP can be bypassed and the assessment can be directly referred to the L&D nurse). If the L&D nurse believes a further assessment is necessary they will contact an Authorised Mental Health Practitioner (AMHP) and doctor to conduct a full assessment. On their decision only and not the police, it will result in the detained person being transferred to a designated Mental Health Trust Hospital for further evaluation or to remain in custody for continuation of the criminal process.

49. The number of Initial Mental Health Assessments conducted on detainees during 2016-2017 compared to number of detainees actually sent to hospital for further assessment (post AMPH and doctor assessment) is detailed in Appendix 3 figure 11.

50. However, if mental health illness has been exhibited and diagnosed whilst in a public place, then the City of London Police will not use custody or the police station as a place of safety. Enhanced engagement and liaison by the Communities Team has established a better working environment between the London Ambulance Service (LAS) and the Mental Health Trust at the Homerton Hospital. All parties have agreed to a working guide:

- LAS will attend S.136 MHA 1983 calls within half an hour. If LAS are unable to provide a priority ambulance and if there are exceptional circumstances, CoLP will convey a person to Homerton Hospital.
- Homerton Hospital will accept the S.136 within one hour of police attendance.

51. The Force has taken the initiative by using a specific point of contact within the community and partnerships team to take the lead in S.136 MHA 1983 issues, developing a liaison with the London Mental Health Trust, recording encounters, increasing links with external organisations and continuing communications with our nominated place of safety, the Homerton Hospital.

52. In the rare circumstances when the Homerton Hospital is unavailable officers are aware through policy and procedure to use the command and control structure to establish an alternative space at another authorised mental health hospital near to the City, such as St Thomas', The Royal London or UCH.

Mental Health Data

53. Throughout the period of April 2016 and March 2017 there has been an increasing number of reported incidents involving mental health. Police are often first to attend a report to provide reassurance, ensure public in the vicinity are safe and to provide an initial response to any person requiring assistance.

54. Incidents are recorded on a Force form, documenting whether action was taken under section 136 Mental Health Act 1983 or Section S.5- S.6 Mental Capacity Act 2005, providing a detailed account of police action and hospital interaction.

55. During the period of April 2016 - March 2017, 167 people were sectioned under S.136 MHA 1983; this is an increase from 129 for the previous financial year. 11 of these were under the age of 18. Of the 167 people, 101 were male and 66 female. All were conveyed to a place of safety, 77 by Ambulance, 87 by a police vehicle (one is logged as not known as not recorded on the CAD).

Conclusion

56. This report presents information to Members of the Force's current position on two key areas prompted by a number of HMIC and IPCC recommendations, but also recognising that these are important areas on which Members would wish to be informed and have oversight. The data presented in this report provides a comparison to be made to the previous year and potential issues or trends highlighted where previous years data is available. The force continues to develop its framework for collecting data in this area in order to monitor future trends.

57. The City of London Police and City of London Corporation have processes in place to consider the welfare of children entering the custody environment and the force has further demonstrated its commitment by signing up to the 'Welfare of Children in Custody' Concordat. Data shows that on average around 3 children or young people enter City of London Police custody each month and over the period considered, 4 were charged and remanded and requests made to all the relevant local authorities for secure accommodation, however disappointingly none was provided. Data is captured by the Custody Manager on all children and young people entering police custody and shared with senior management on a monthly basis, allowing on-going scrutiny and the identification of any potential issues.

58. The Force has standard operating procedures in place to manage mental health crises both in custody and outside on the street. CoLP does not use police cells as a place of safety for those identified as needing assistance on the street, with tried and tested processes in place under the agreement with the Homerton Hospital.

Appendices

Appendix 1- flow chart of custody procedure for detained Young Person and Children

Appendix 2 – Custody Data- source NSPIS Custody

Appendix 3 – Mental Health Data

Appendix 4 – Diagram showing Cluster I of the North and East London Liaison and Diversion Hub

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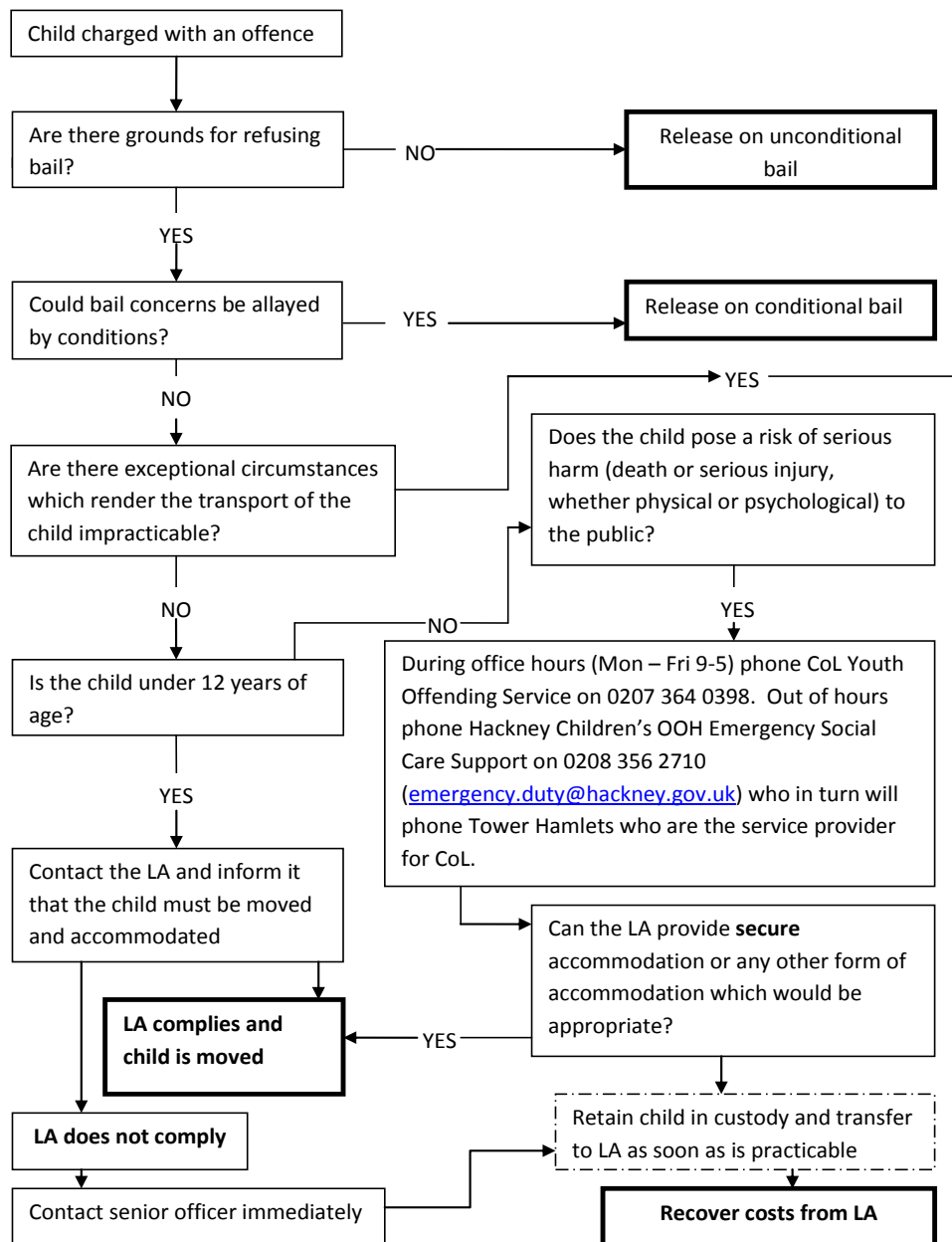
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Appendix 1 – flow chart of custody procedure for detained Young Person and Children



Police process for children in custody PACE s.38(6)



Appendix 2 – Custody Data: Children and Young Persons

Figure 1: Number of children and young people including 18 year olds in custody 2015/16

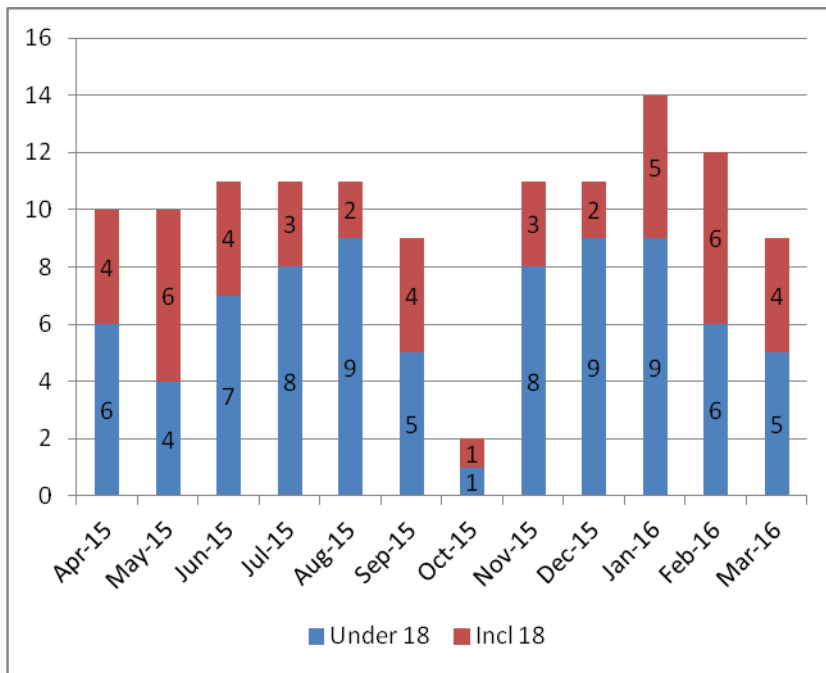
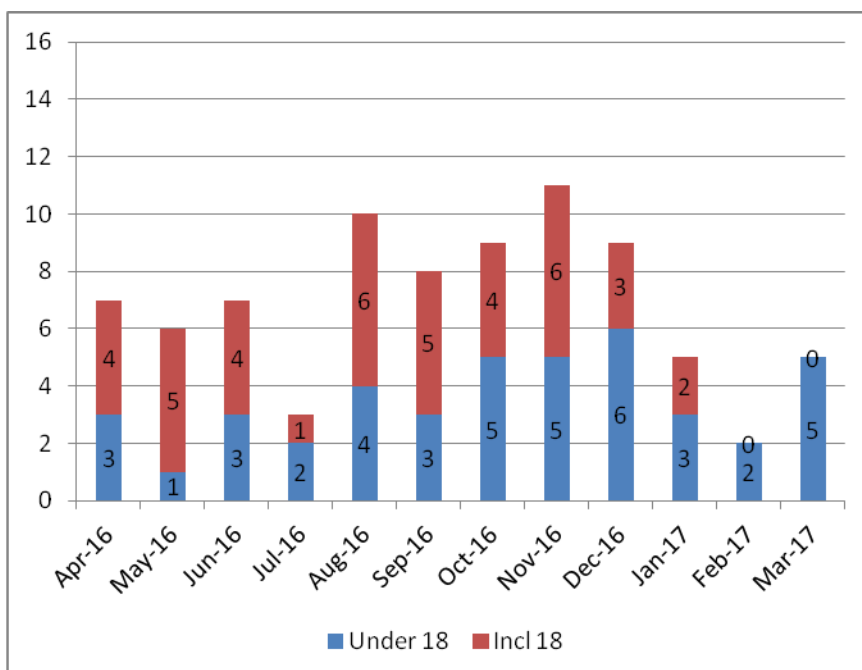


Figure 1: Number of children and young people including 18 year olds in custody 2016/17



**Figure 2. Population of children under 18 in Custody
2015-2016 compared to 2016-2017**

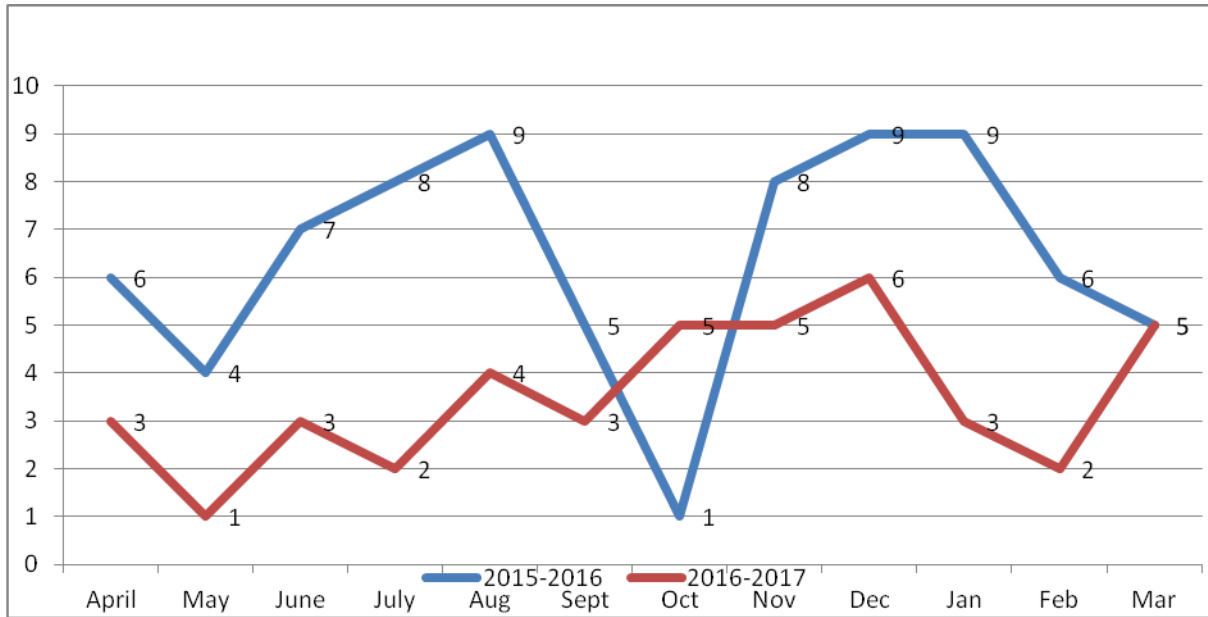
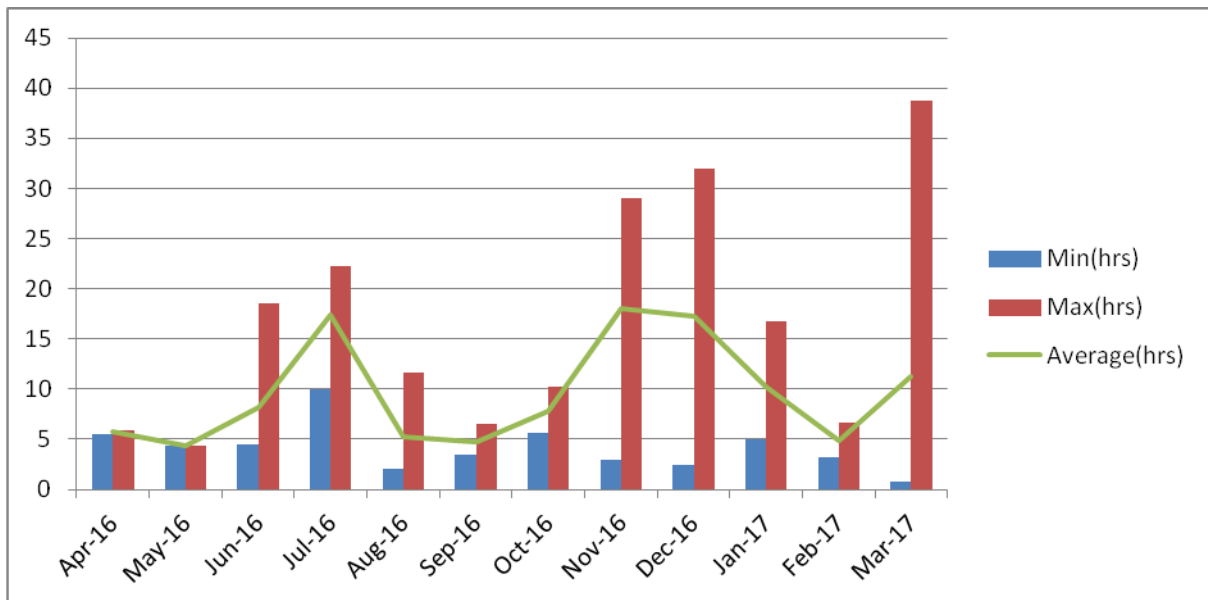


Figure 3: Length of time detained [under 18]



The above graphs include the overall detention time for children and young people charged and remanded that remain in Police Custody as no secure accommodation was provided by the Local Authority

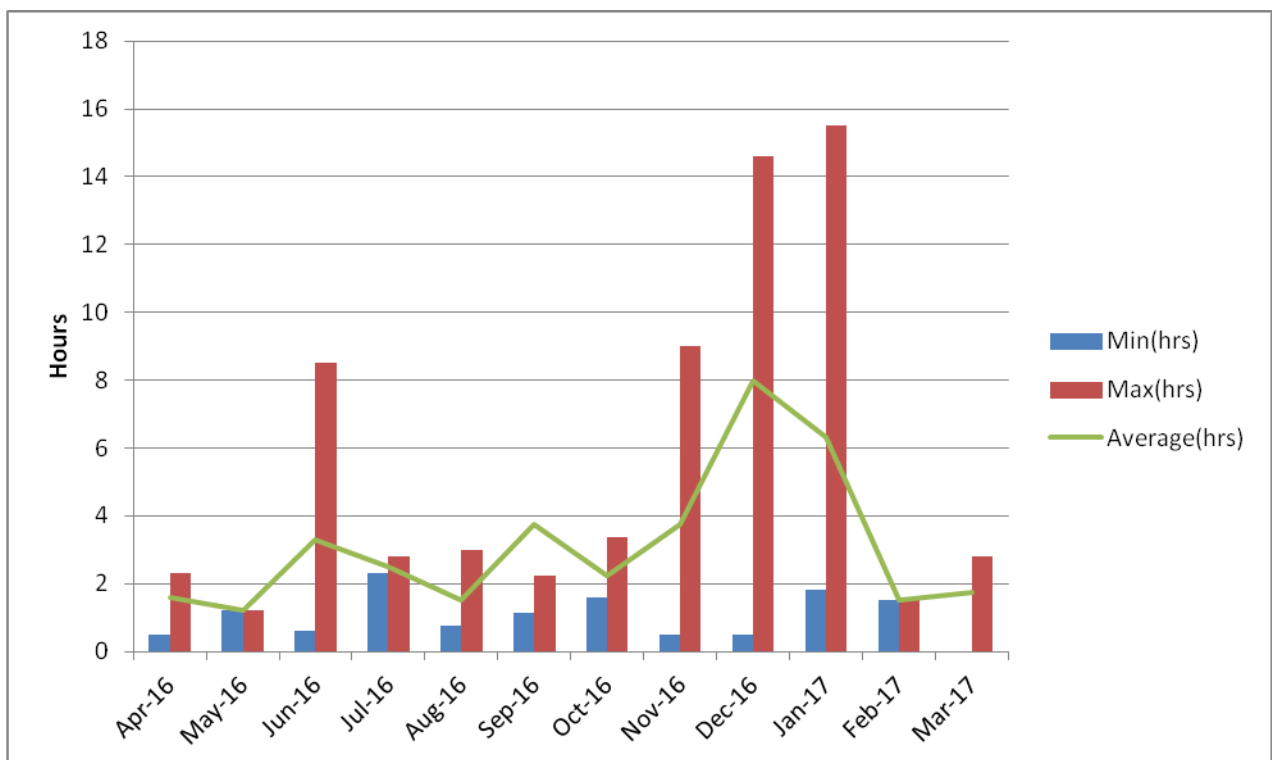
Source: NSPIS Custody System

Figure 4: Average time spent in police custody by children and young people 2016/2017 including the average detention time for children charged and remanded that remain in Police Custody as no secure accommodation was provided by the Local Authority.

Year	Month	Time (hrs)
2016	April	5.7
2016	May	4.3
2016	June	8.2
2016	July	17.4
2016	August	5.3
2016	September	4.7
2016	October	7.7
2016	November	18
2016	December	17.3
2017	January	10.3
2017	February	4.9
2017	March	11.

Source: NSPIS Custody System

Figure 5: Minimum and maximum length of time spent whilst waiting for an appropriate adult 2016-2017



Source: NSPIS Custody System

Figure 6. Average length of time spent waiting for an appropriate adult to attend 2015/16 compared to 2016-2017

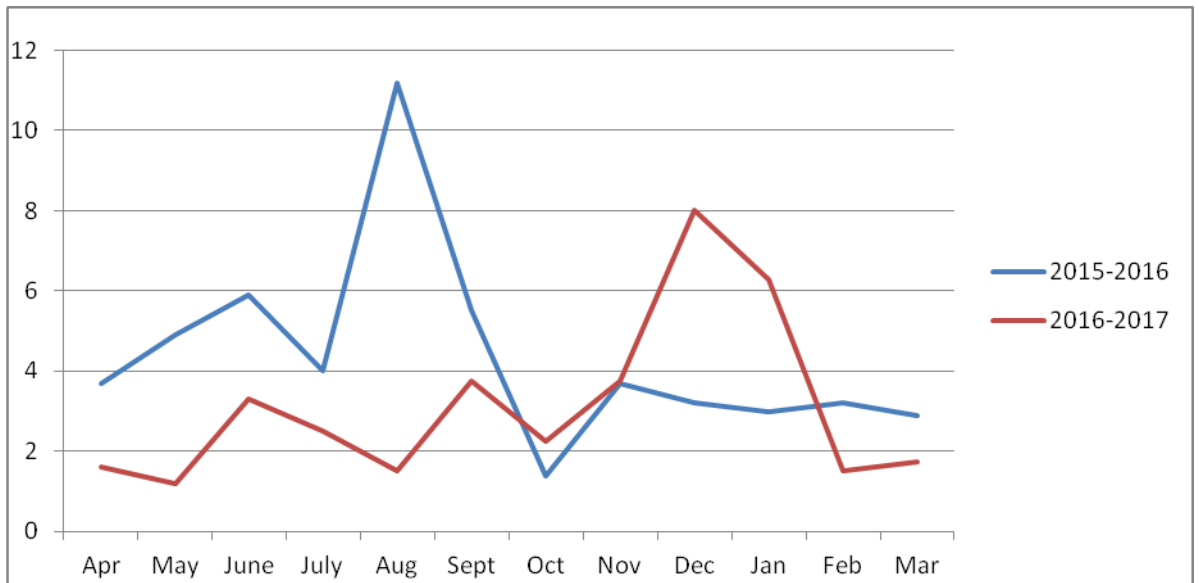
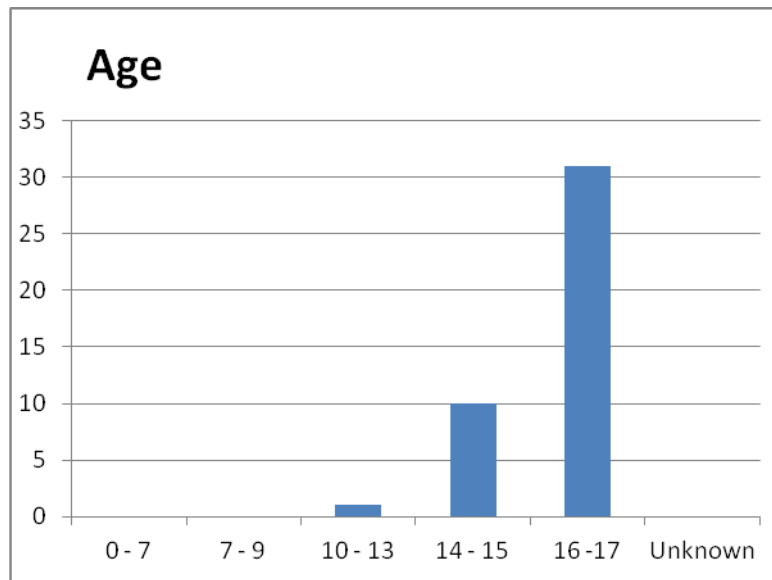
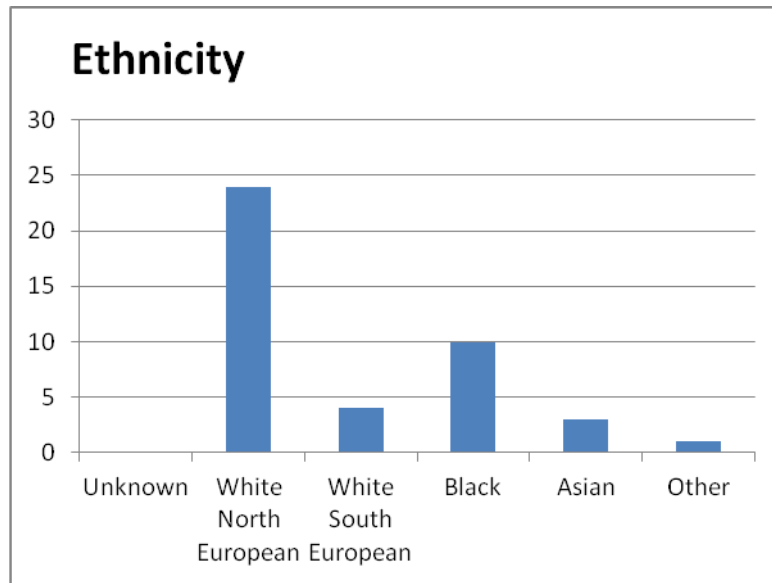


Figure 7: Children and young people in police custody by age 2016/17



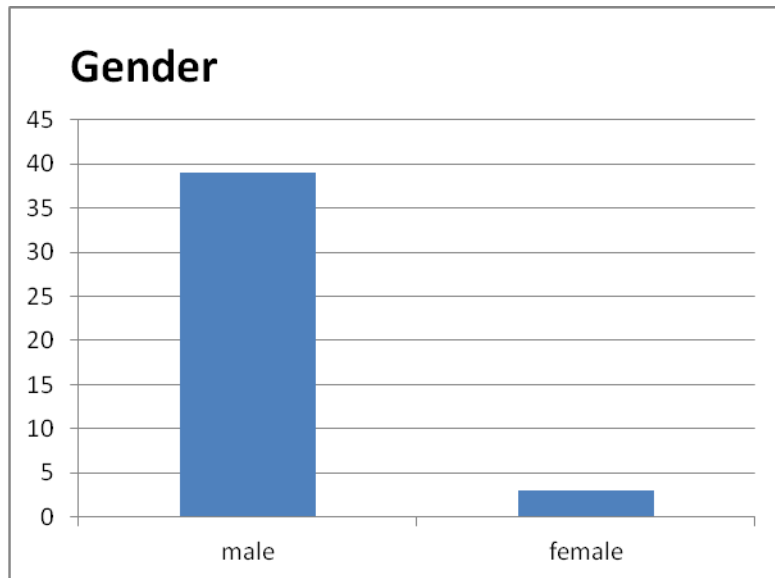
Source: NSPIS Custody System

Figure 8: Children and young people in police custody by ethnicity 2016/17



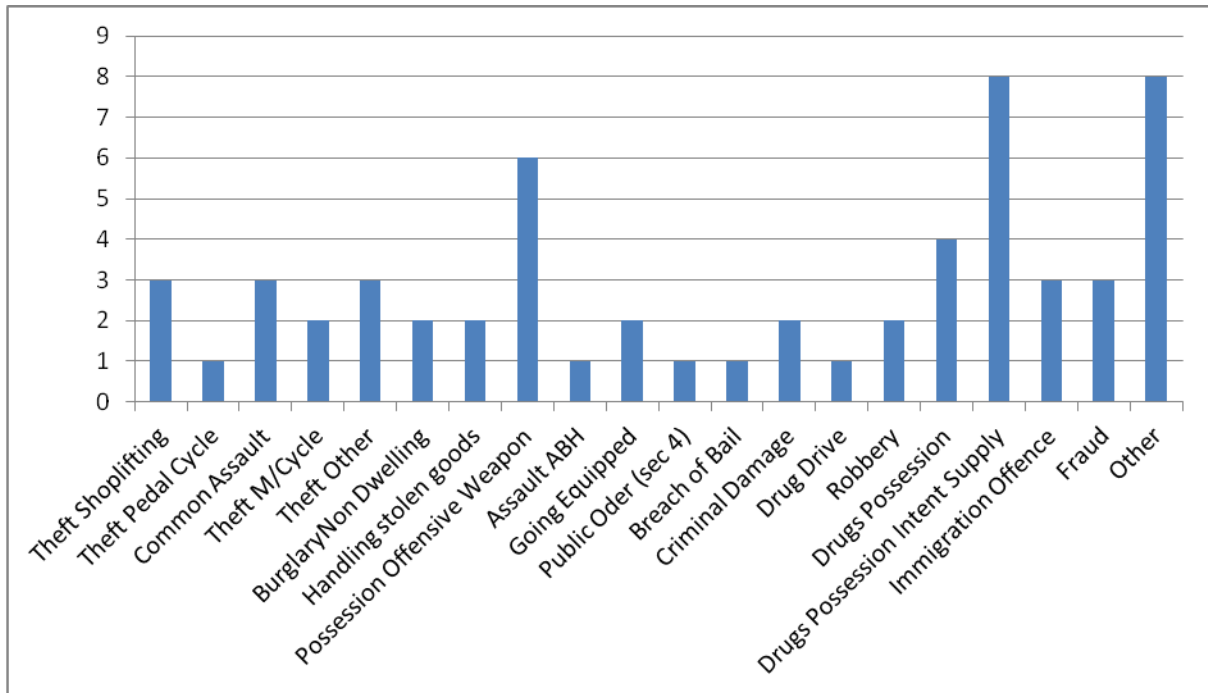
Source: NSPIS Custody System

Figure 9: Children and young people in police custody by gender 2016/17



Source: NSPIS Custody System

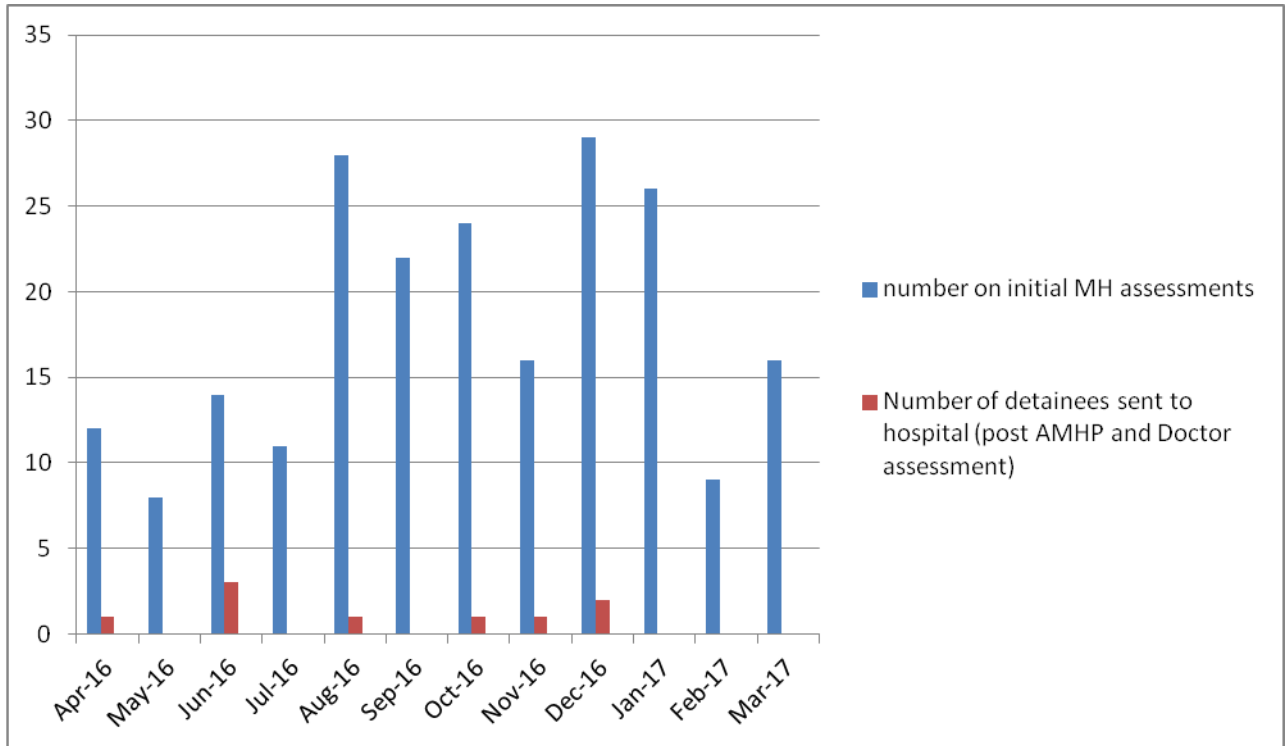
Figure 10: Offences for which children and young people held in police custody 2016/17



Source: NSPIS Custody System

Appendix 3 - Mental Health

Figure 11. Custody Related. Number of Initial Mental Health Assessments conducted on detainees during 2016-2017 compared to number of detainees actually sent to hospital for further assessment (post AMPH and doctor assessment)



The initial assessments include but are not limited to assessments due to the detainee suffering: Schizophrenia, Personality Disorder, Anxiety, Depression, Bipolar disorder, Depression, Drug dependency, Self harm, Suicidal, Stress.

Police Annual Data Requirement, 2016-17 - Detentions under Section 136 Mental Health Act 1983

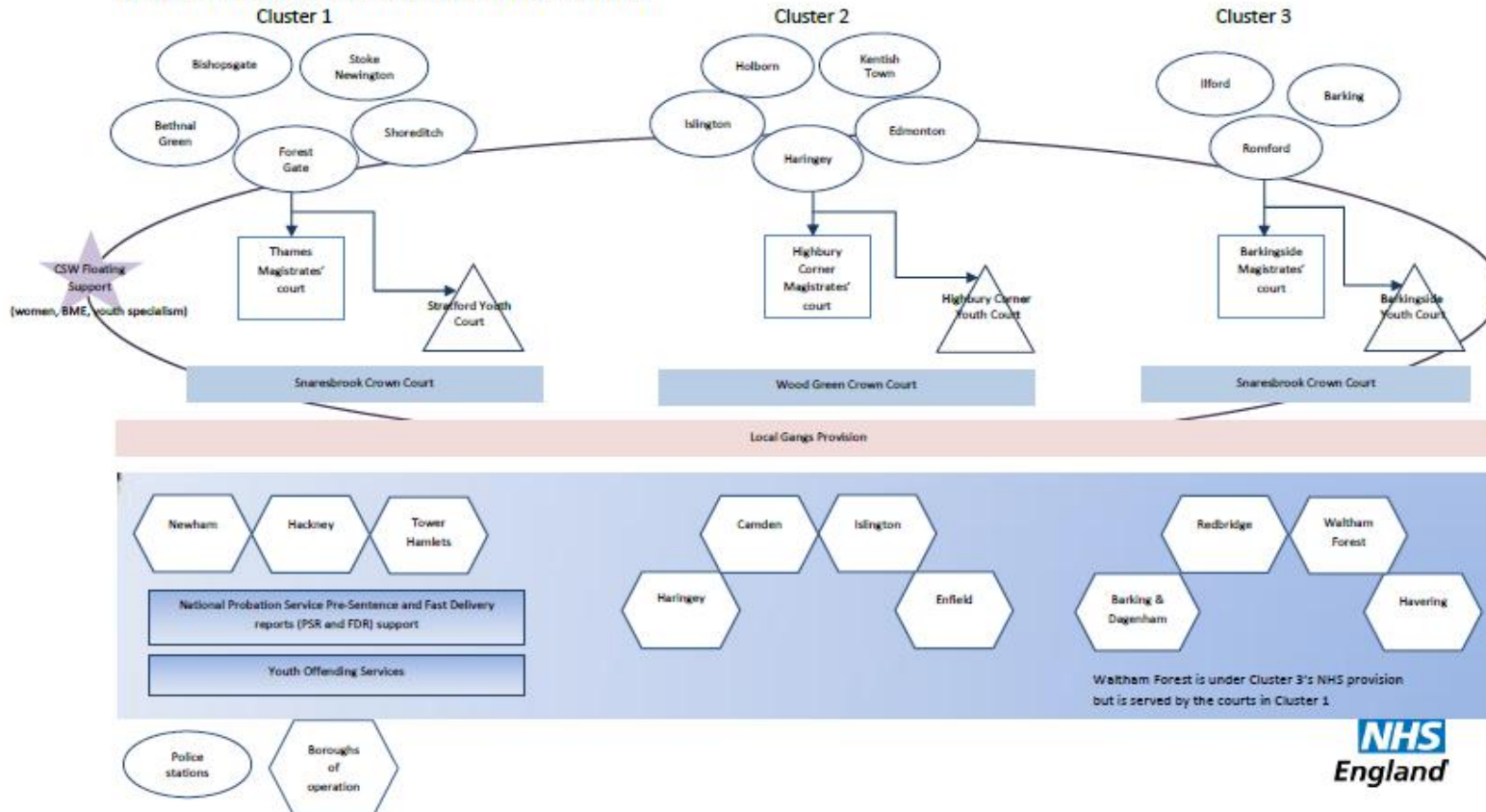
Force: London, City of			
Total detentions under Section 136 Mental Health Act 1983			167
			Totals
<u>Age</u>	18 or over	156	167
	Under 18	11	
	Not known	0	
<u>Gender</u>	Male	101	167
	Female	66	
	Other/ not known	0	
<u>Ethnicity</u>	White European	114	167
	Dark European	10	
	Black	21	
	Asian	16	
	Chinese/ Japanese/ South East Asian	4	
	Other	2	
	Not known	0	
<u>Method of transportation to first place of safety</u>	Ambulance	77	167
	Police Vehicle	87	
	Other health vehicle	1	
	Other	0	
	None (Already at a place of safety)	1	
	Not known	1	
<u>Reason for a police vehicle being used</u>	Ambulance not available within 30 minutes	40	87
	Ambulance not requested	10	
	Police or police/ambulance risk assessment (behaviour)	29	
	Ambulance crew refused to convey	1	
	Ambulance re-tasked to higher priority call	4	
	Not known	3	
-		Under 18	18 or over
<u>Type of place of safety used (first PoS only)</u>	Health Based Place of Safety	11	155
	Police custody		1
	A&E used as POS (if not designated health based place of safety) DO NOT count visits to A&E for illness or injury	0	0
	Private home	0	0
	Other	0	0
	Not known	0	0
-	Totals	11	156
-			Total
<u>Reason for police station being used</u>	Joint risk assessment - violent	0	1
	HBPoS - no capacity	0	
	HBPoS - refused admission (violence/intoxication)	0	
	Arrested for substantive offence	1	
	Other	0	
	Not known	0	

Appendix 4- Cluster I of the North and East London Liaison and Diversion Hub



In partnership with NHS England

North and East London Liaison & Diversion Hub



Agenda Item 6

Committee: Police Committee	Date: 21 st September 2017
Subject: Quarterly Community Engagement Update	Public
Report of: Commissioner of Police Pol 57-17	For Information
Author: A/Superintendent Hector McKoy (Communities and Partnerships)	

Summary

This report provides an update on engagement activities across five main areas: (1) Counter Terrorism (CT) and communications; (2) Safeguarding the Vulnerable; (3) Prevention of Fraud; (4) Anti-Social Behaviour (ASB); (5) Policing the Roads.

- 1. Counter-terrorism and Communications:** Following the London Bridge terrorist attack in June extensive engagement and community reassurance took place. Barbican Residents Association held a meeting in July where we provided an update on Counter Terrorism and provided input on Cyber Crime.
- 2. Safeguarding and Vulnerability:** A week long Sexual Violence Engagement Campaign scheduled for June was cancelled due to the London Bridge terrorist attack, this was rescheduled for w/c 21st August. The Vulnerable Victim Advocate is now holding fortnightly surgeries at Shoe Lane library. Additionally there was a national awareness week around honour based violence in July which the force supported. The mental health street triage commenced in May. It is proving to be a success. The three month evaluation is due in at the end of September.
- 3. Prevention of Fraud:** Economic Crime Directorate hosted a number of meetings where they provided advice to banks relating to fraud typologies and prevention techniques. Commander David Clark Hosted the National Policing Identity Crime Portfolio Conference in June, further information on this conference is detailed below.
- 4. ASB:** We continue to work closely with the Corporation of London delivering both ASB enforcement and training.
- 5. Policing the Roads:** The low emission neighbourhood scheme commenced and included cycle safety and crime prevention.

Recommendations

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

Main Report

1. Counter-terrorism and Communications

- 1.1 A regional prevent coordinators meeting was held following the recent terror attacks. Key learning highlighted that subjects had not been reported to the police or security services previously, but that prevent resources are under considerable strain.
- 1.2 The City of London Prevent Team hosted the National Counter Terrorism Police Head Quarters (NCTPHQ) Prevent Management Training Day at the Guildhall. The Prevent and Channel Co-ordinator provided input on Prevent and business. This was well received and provided a number of discussion points. The NCTPHQ were very interested in a product developed with our partnership team which is in the video production phase. Field tests are due later this year.
- 1.3 We engaged with the faith networks following the London Bridge attacks, providing reminders around access to policing services.
- 1.4 The Bank of America has responded positively following an initial discussion around the use of PREVENT in their welfare policies.
- 1.5 We have worked with the Bank of England, who are running apprenticeships and internships throughout the summer, providing timely PREVENT reminders.
- 1.6 A prevent awareness presentation was delivered to the Barbican residents association on 11th July, where views on our engagement were sought. Further presentations will be rolled out for all our residential communities.
- 1.7 Officers from our Prevent Team delivered one day training to a City business which delivers cleaning services to a number of local iconic buildings. The training was delivered to Business Managers and their Human Resources team. The business concerned is looking to expand the training further.
- 1.8 Our Counter Terrorist Security Advisers (CTSA's) have seen a significant increase in requests for support from the business community following the recent terror attacks.
- 1.9 CTSA's from both the British Transport Police (BTP) and CoLP are working closely with Network Rail, Department for Transport, and Centre for the Protection of National Infrastructure (CPNI) to establish Hostile Vehicle Mitigation (HVM) at the west entrance to Liverpool Street Station. This is in response to a vehicle being driven down the steps.
- 1.10 Six postal awareness sessions have been held with post room staff from key sites within the City. These are run by the CTSA's and use dummy devices to help increase staff vigilance and awareness around the risks of devices or other harmful materials being sent by post to business premises.

- 1.11 Project Griffin sessions (x 7), Project Argus (x 4), and CT Awareness and Threat updates were held during this reporting period; 274, 132 and 1371 people attended respectively.
- 1.12 Officers from the CTSA working in partnership with businesses in the Broadgate area have set up the Broadgate forum. The forum is an opportunity for business security staff to meet on a bi-monthly basis to discuss issues of security that are relevant to them. The CoLP attend and provide the forum with an update on counter terrorism, crime prevention and relevant security advice.
- 1.13 A Police & business forum leads meeting was held shortly after the London Bridge terrorist attack in June. The meeting Chaired by Det. Supt. Dyson brings together all the business forum chairpersons and representatives. The meeting benefitted from the CoLP sharing appropriate information key messages and providing CT advice to City businesses. The leads then return to their local forums to share the advice and information.
- 1.14 Following the recent terror attacks, we have introduced Emergency Trauma Packs. The initiative is designed to enhance preparedness for first responders and business staff to provide first aid and mitigate the impact of a terrorist attacks. ETP will offer victims of a terrorist incident increased chances of survival. Medical supplies will be closer to the scene reducing waiting time, and potentially first aid can be administered prior to London Ambulance Service (LAS) arrival. Businesses purchase the ETP and CoLP will have knowledge of their location/storage, and the contact details of the named point of contact. This will be mapped and held in our Force Control Room for ease of access. A number of ETP have already been purchased by businesses and the City of London. Training will be provided for the use of ETP. There will be a phased roll out of this, culminating with a live exercise testing ETP and partner responses. Engagement with British Transport /Metropolitan Police/ LAS have been very positive. There is zero cost to CoLP as companies purchase the ETP. The ETP supports the London Resilience Board Strategy – support a safe and effective community response during emergency situations and promote community resilience (2016 -2020 Objectives).
- 1.15 Operation Mass is a “big wing” deployment involving both Police and partners, which ran for 24 hours on the 27th July. The focus was Counter Terrorism related and the purpose was to raise public awareness through national and local counter terrorism messaging, including the use of social media, business community briefings, leaflet drops and large scale deployment of SERVATOR style tactics in and around iconic sites and crowded places.

2. Safeguarding and Vulnerability

- 2.1 A planned Sexual violence engagement campaign was scheduled for June. A week long campaign centred on the issue of consent and focused on targeting city commuters to raise awareness of the issue. Due to the London Bridge terrorist attack, this week of action was postponed and was re-scheduled for w/c 21st August.

- 2.2 The Vulnerable Victim Advocate is now holding fortnightly surgeries at Shoe Lane library, providing access to support and guidance on a range of issues that may affect the local community (e.g. domestic abuse and sexual violence). These are independent from the police although they will provide assistance to those who may wish to report incidents.
- 2.3 July saw the National Awareness Week concerning honour based violence. The CoLP supported the initiative through a communications campaign and retweeting local and national messages.
- 2.4 The pilot scheme concerning the street triage mental health response commenced on 31st May. The scheme operates Wednesday to Saturday between the hours of 1700 and 0300hrs. Two mental Health Care Practitioners (HCPs) have been recruited. The HCPs work directly from Bishopsgate Police Station and are crewed in response vehicles.
- 2.5 The HCPs are crewed with response vehicles, they also assist with victims of crime/domestic incidents, and any incident where their training can be utilised to assist officers and vulnerable persons coming to police notice. We are halfway through the 6 month pilot scheme and the outcome of an evaluation is due at the end of September.
- 2.7 The signs are extremely positive that the scheme is working well, early indication shows alternative routes to Sec. 136 of the Mental Health Act being pursued resulting in a reduced impact on officer, patient and NHS hospital time and resources.
- 2.8 The CoLP has purchased heat seeking thermal imaging cameras that can detect a human form in complete darkness. The cameras are located in our police response vehicles. When a person has gone into the river officers will deploy with these cameras directing further resources to the person, increasing the chances of survival.
- 2.9 Data is now being shared between ourselves and the MPS Marine Unit. Sharing this data will help to predict peak times and locations of where and when persons have gone into the river allowing the MPS Marine Unit to ensure that they can have their officers at the right stretch of the river also increasing chances of survival.
- 2.10 The Communities and Partnerships team continues to monitor and build up intelligence on brothels from public reporting and pro-active police operations. Where human trafficking and modern slavery are suspected, intelligence packages are passed to the Major Incident Team to instigate an operation. We continue to make regular visits to any suspected brothels with the charity Tamar, working 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 continues as an area of focus for the team due to community concerns and the vulnerability of the workers.
- 2.11 Officers continue to engage and update our local residents and business community whether by our traditional method of police surgeries providing

crime prevention advice, CT updates and crime trends. Officers recently undertook a surgery in the Eastcheap Post Office. This innovative engagement was very well received by members of the public and was welcomed by the Post Office manager.

3. Prevention of Fraud

- 3.1 Cyber Protect UK supported an engagement in conjunction with our Communities and Partnerships team with the Barbican Residents Association. They highlighted the four major threats to residents in the City area as according to most recent intelligence from the National Fraud Intelligence Bureau and gave protect advice on how to spot, avoid and report these crime types.
- 3.2 Officers from our Economic Crime Directorate attended an event with Lloyds Commercial Bank which focussed on fraud typologies and prevention techniques. Advice was given to a number of mid-market companies from across the City, focussing on phishing avoidance and key network security recommendations. The event also discussed how to avoid falling victim to CEO fraud and how to report both fraud and cyber-crime to the National Fraud and Cyber Crime Reporting Centre.
- 3.3 The event provided an invaluable insight into the emerging strategic landscape in relation to policing fraud and cyber nationally. The day afforded Force Crime Registrars (FCR's) the opportunity to help shape improvements in National Crime Recording Standards and Home Office Crime Recording compliance at force level and identify solutions to a number of other related issues that will help to further improve the national response to fraud & cyber-crime. This was achieved at the conference through a number of presentations, including case studies and examples of better practice, interactive workshops and a Q&A panel session with those presenting and other guest speakers. FCR's left the conference better informed of the national picture and with an improved understanding of the expectations attached to their role in relation to fraud and cyber recording.
- 3.4 The National Policing Identity Crime Portfolio Conference took place in June hosted by Commander David Clark, the National Policing Lead. The conference aimed to explore the current extent and nature of identity related criminality, how identity crime serves as an upstream enabler for a wide variety of other crimes and to articulate the threat of identity crime to public safety as well as to the economic welfare of the UK the conference provided information of the following topics:
 - Disrupting identity and document fraud
 - Understanding the Threat – The Law Enforcement perspective
 - Understanding the Threat – The Business perspective
 - Understanding the Threat – Academia
 - The Social Media Threat
 - Identity Assurance – The Home Office perspective
 - Identity Document Verification/Scanners
 - National solution for on-line data sharing

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

- 4.1 Operation Radstock commenced in July. This operation was based on information and intelligence from the local community in the Middlesex St. area where they raised concerns of drug dealing in the area. Communities and Partnerships Policing team investigated the concerns, running an operation which took place on Thursday 20th July targeting suspects concerned in the Possession with Intent to Supply Class A drugs.
- 4.2 The operation resulted in the arrest of seven suspects for various drug offences including - possession with Intent to supply class A drugs; possession of class A drugs; and driving under the influence of drugs; as well as the seizure of four vehicles believed to be used in the transport of class A drugs officers also uncovered 33 wraps of Class A drugs that had been concealed inside a hollowed out section of the driver's door.
- 4.3 Violent crime and Anti-Social Behaviour (ASB) associated with licensed premises.

During this reporting period 32 violent crimes were identified as being connected with licensed premises. All of these crimes were investigated from a licensing perspective in order to establish which measures were relevant to prevent or mitigate the likelihood of repetition. These investigations involved the team visiting and working with the premises concerned.

This process was replicated for the 84 reports flagged for the attention of the licensing team because of the association or potential association of the reports with ASB connected to licensed premises.

Promoted Events

There were 225 promoted events held at licensed premises in the City. All these events were subject of a risk assessment process undertaken by our licensing team.

Interventions/Joint Working

The Licensing Team made 13 significant interventions involving working with premises operators and legal representatives in order to positively influence the management of premises. The team deployed with London Fire Brigade in support of fire safety visits. The team have conducted a joint operation together with UKBA in order to support an investigation led by that agency regarding alleged issues at a City venue. The team were represented at a Security Industry Authority 'violent crime workshop' attended by security operators from across London aimed at driving forward standards within the industry.

Pro-active Deployments/Reassurance

The team have led 11 deployments/operations during Night Time Economy hours to address a range of issues. Three of these deployments were in

response to the Manchester terrorist attack and three in response to the London Bridge attack providing reassurance, guidance and advice to premises and operators. In total 449 premises were visited April to June. This figure is particularly high due to the level of engagement conducted in the wake of the terrorist attacks.

- 4.4 The Levy continues to 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.

Begging and Vagrancy

- 4.5 Operation Acton is a joint initiative with the Corporation of London 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. Due to the recent terrorist attacks a number of these deployments have had to be cancelled due to prioritisation and availability of resources.

- 4.6 Operation Alabama, (the issuing of Community Protection Notices, CPN) 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. Since January to date 11 written warnings have been issued and 2 CPNs have been given out.

- 4.7 Night duty operations with the UK Border Agency (UKBA) have been cancelled due to their staff being unavailable.

- 4.8 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.

5. Policing the Roads

- 5.1 There have been a number of community events, including cycle safety and crime prevention as part of the Low Emission Neighbourhood Scheme, a road safety day at Sir John Cass School with the CoL/McGee Transport and another event as part of a Health and Wellbeing Day at European Bank of Construction and Development.

- 5.2 Exchanging Places events are now held solely for education and are in conjunction with local construction sites, Tideway and Multiplex. This initiative provided 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.

- 5.3 The Transport and Highways Operations Group undertake criminal enforcement relating to road use, and have run specific operations targeting excess speed, seatbelts, and mobile phone use. Between April to June 2017 there were 59 Fixed Penalty Notices (FPNs) or Traffic Offence Reports (TORs) issued for mobile phone and seatbelt offences, with a further 131 for 20mph offences.
- 5.4 We work alongside TfL's Public Carriage Office compliance staff, undertaking compliance checks on hackney carriage and private hire vehicles. Between April to June 2017 we stop checked 1555 taxis and private hire vehicles and completed 18 partnership operations. A total of 233 Hackney Carriages and 264 private hire vehicles were found to be non-compliant, demonstrating the value of this work.
- 5.5 Working in partnership with Driver and Vehicle Standards Agency and Metropolitan Police, the CoLP Commercial Vehicle Unit has undertaken 38 operations, checking 353 large goods vehicles and identifying 595 offences committed.

Conclusion

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.

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Agenda Item 7

Committee(s): Police – For information	Date: 21 st September 2017
Subject: Strategic Threat and Risk Assessment (STRA) Process 2017-18	Public
Report of: Commissioner of Police Pol 59-17	For Information
Report author: Jane Gyford,T/Commander Operations and Security	

Summary

Since 2016-17 the Force has undertaken a formal Strategic Threat and Risk Assessment (STRA).

This was introduced in order for the Force to better predict demand and thereby allocate its resources in a more effective and efficient way according to demands and priorities. This is partly owing to increasing pressure from Her Majesties Inspectorate of Constabulary and Her Majesties government for the Police Service to operate with reduced funding. All forces are adopting a similar approach.

It is an annual formal process for all Directorates within City of London Police to develop Operational Requirements against the current threat and risk picture for each area of responsibility, and agree and review the Force Control Strategy and STRA document. The Control Strategy sets out the priorities for the Force which then inform the planning assumptions for the Local Policing Plan and its associated measures.

The STRA process allows challenge to the intelligence assumptions to ensure the priorities within the Control Strategy are robust and represent the true threat profile the Force should concentrate on mitigating.

The STRA process for 2017-18 has commenced and will be finalised in October/November.

The Deputy Chairman has been identified as the lead member with oversight of this process for his Special Interest Area of Performance and Risk Management.

Recommendation

It is recommended that Members note the report.

Main Report

Background

1. Since 2016-17, the Force has introduced and undertaken a structured Strategic Threat and Risk Assessment (STRA) process. The process is lead by T/Commander Operations & Security and Detective Chief Superintendent Information and Intelligence Directorate (I&ID). It is facilitated internally by Information & Intelligence Directorate.
2. The process was introduced in order for the Force to better predict future demand and to allocate its financial and human resources based upon this demand in order to provide the best possible service to the public in the most efficient way.
3. Members will be aware that there has been a drive by HMIC and HM Government for Forces to use resources more efficiently and effectively at a time when Police budgets have been reduced considerably. The STRA process now underpins and prioritises how resources are allocated. This is the second year the Force has been through the process and lessons learned from the previous year's process have been identified and embedded into this years' process.
4. This report is for Members information and outlines the STRA process for the City of London.

The process

5. The Force Intelligence Bureau (FIB) in the Information and Intelligence Directorate develops the STRA. This comprises 3 elements:
 - The Operational requirements- these are template documents completed by Departments and Units with an overall Operational Requirement being developed for each Directorate.
 - The MoRiLE¹ review / horizon scan of the current City of London Police priorities via the Strategic Assessment²
 - The Strategic Policing Requirement (SPR)

¹ MoRiLE- Management of Risk in Law Enforcement- http://www.excellenceinpolicing.org.uk/wp-content/uploads/2015/10/1-3_MoRiLE.pdf

² Strategic Assessment- this is an analysis of intelligence and information to assess what the policing priorities for the coming 12 months should be for the Force and also to identify any intelligence gaps.

Operational Requirement

6. Directorate heads complete a STRA Operational Requirement template which considers the 3 elements of the STRA triangle (Included in Appendix 1)
 - Demand/future demand
 - Resource requirement/future resource requirement
 - Services, including prioritisation of services
7. The final step in the Operational Requirement is to identify what the priority areas will be for that Directorate in the coming 12 months. For example, with the huge increase in cyber crime, it might be identified that this will be an area for growth or re-structure to accommodate any increase in demand in this area.

Peer Challenge panel

8. Once each Directorate has completed its Operational Requirement a Peer Challenge panel is held for each directorate, chaired by the T/ Commander Ops & Security. The purpose of this challenge panel is to 'reality check' the requirements articulated by the Directorate to ensure they are realistic and evidence based, rather than just a subjective view.
9. This must also encompass the STRA Design Principles (included in Appendix 1). The combined Operational Requirements, SPR considerations and Strategic Assessment allow for a full analysis and priority based approach to dovetail with the current capacity of Human Resources, Change Portfolio office (Projects and Programmes) and Training Services.
10. A meeting chaired by the Assistant Commissioner is then held to ensure that the ultimate STRA Key Findings and decisions can be met financially and are efficient and effective, whilst also meeting the needs of the Communities served by the City of London Police. This includes the national commitment to Fraud.
11. Following this board the Assistant Commissioner will approve and sign off the overarching Force STRA, Human Resources Workforce Plan and Training Plan, which are all linked, to ensure the force can deliver on its commitments.
12. The STRA process for 2016-17 has been closed and recommendations are being progressed.

Current Position

13. In terms of the process for this year 2017-18, Operational Requirement templates are being written in line with the design principles and with consideration to the 4P strategy – Prevent, Protect, Prepare, Pursue. Challenge panels are booked which, as described above, allow strategic

oversight and challenge of the STRA led by the Assistant Commissioner and facilitated by Commander Ops & Security.

Timeline

14. The time line for the process is as follows (Included in Appendix 1):
- August- Directorate Operational Requirements completed
 - September- October- Peer Challenge Panels
 - October/November- Overarching STRA is produced and signed off by the Assistant Commissioner.
 - December- Force commences implementation of the recommendations

Corporate & Strategic Implications

15. As aforementioned, this whole process feeds into the Policing Plan process where the Force sets its priorities and measures for the coming year. The STRA, Strategic Assessment and Control Strategy will inform the Policing Plan priorities for 2018-19.
16. The Deputy Chairman has been identified as the lead member with oversight of this process for his Special Interest Area of Performance and Risk Management.

Conclusion

17. The STRA process has been designed to ensure that the Force is better able to predict and meet demand and to allocate resources, both human and financial, more efficiently and effectively. This process will be implemented each year and the organisation will aim to implement the recommendations from the overarching STRA. The ultimate aim is to provide the best possible policing service to the community we serve.
18. The STRA process will occur in parallel to any implementation of recommendations from the Demand and Value for money Review undertaken by external consultants earlier in the year, and the Force will ensure that these complement each other and do not duplicate effort.

Appendices

- Appendix 1- STRA visuals

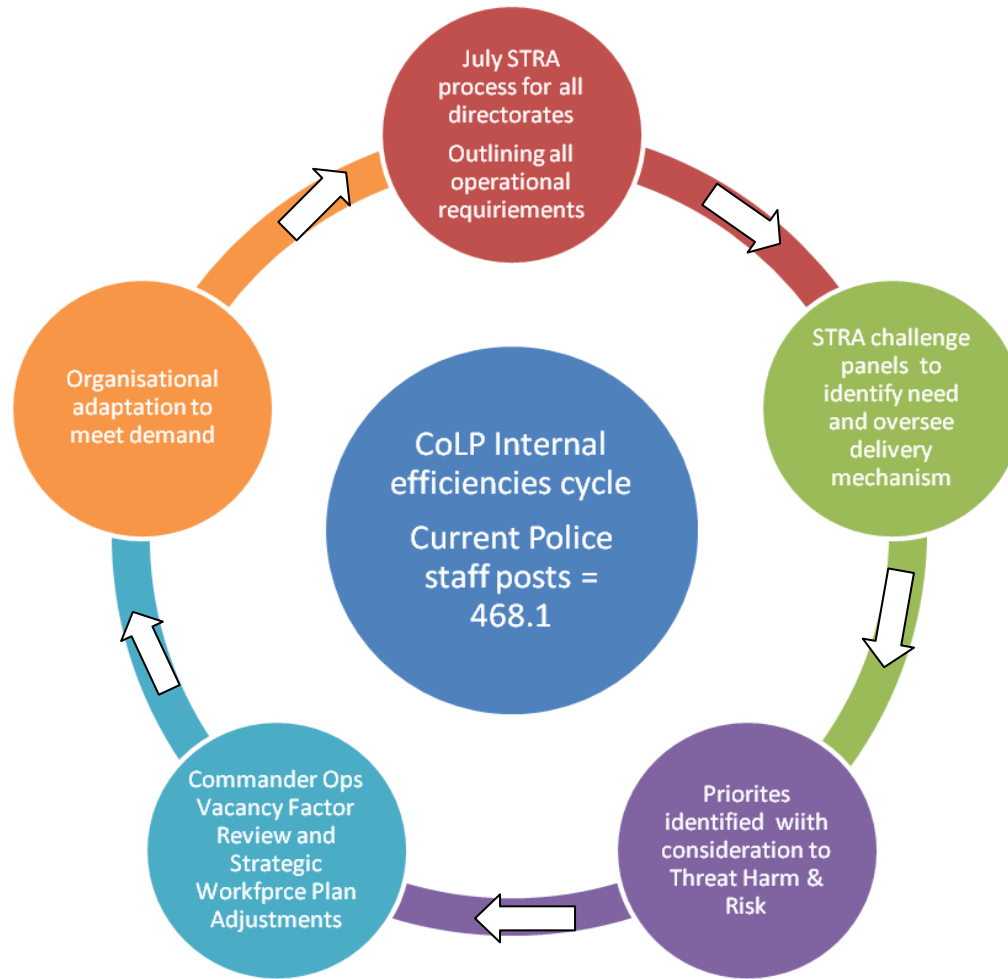
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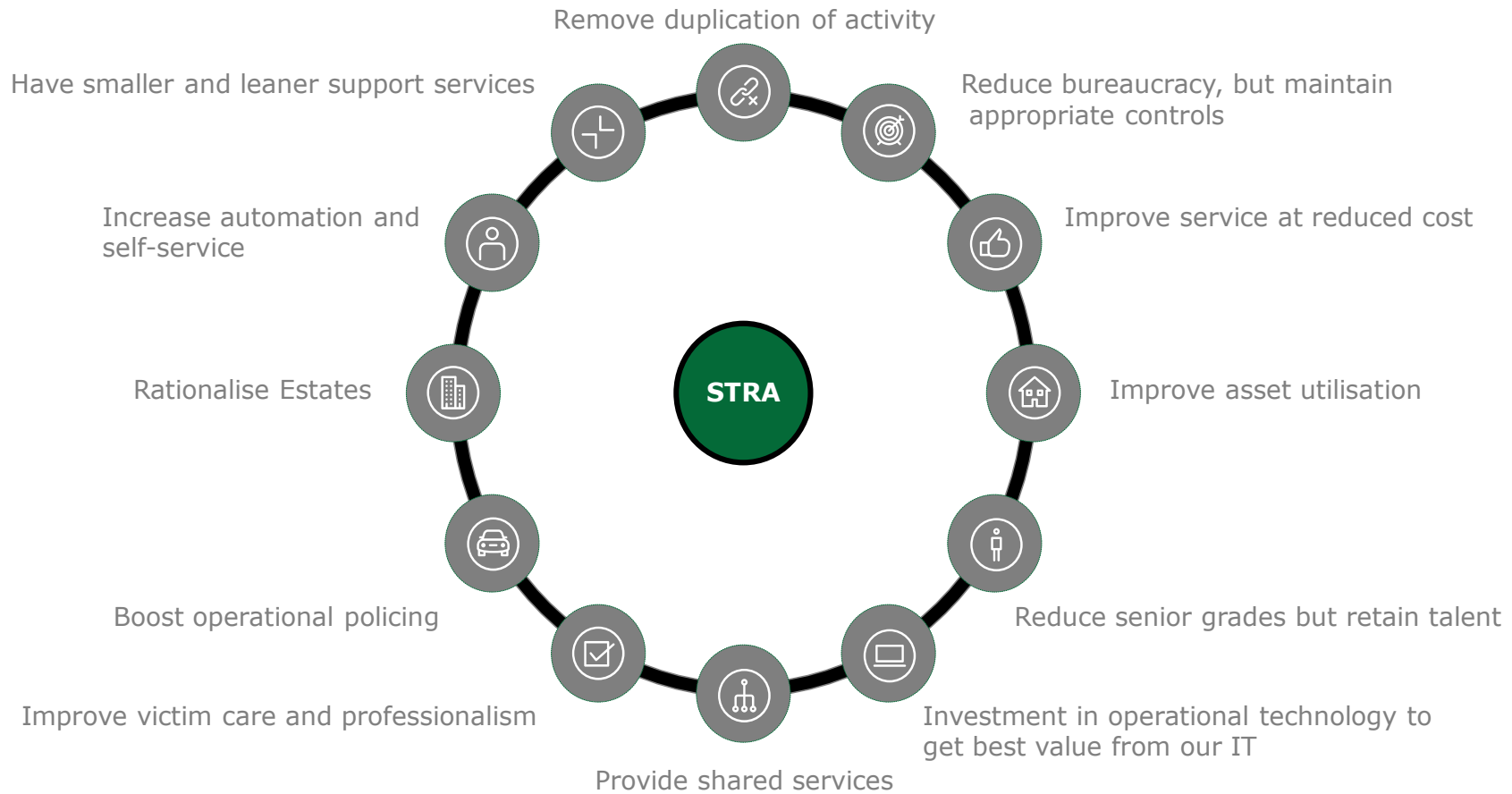
Current Police Officer & Staff Efficiency



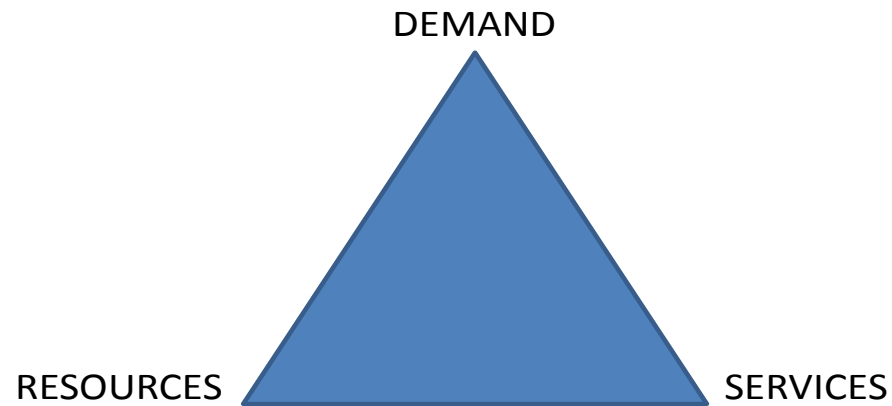


STRA Design Principles

STRA Design Principles agreed by the Command should be used to prioritise and structure thinking in today's workshop, for both exercises



STRA Triangle

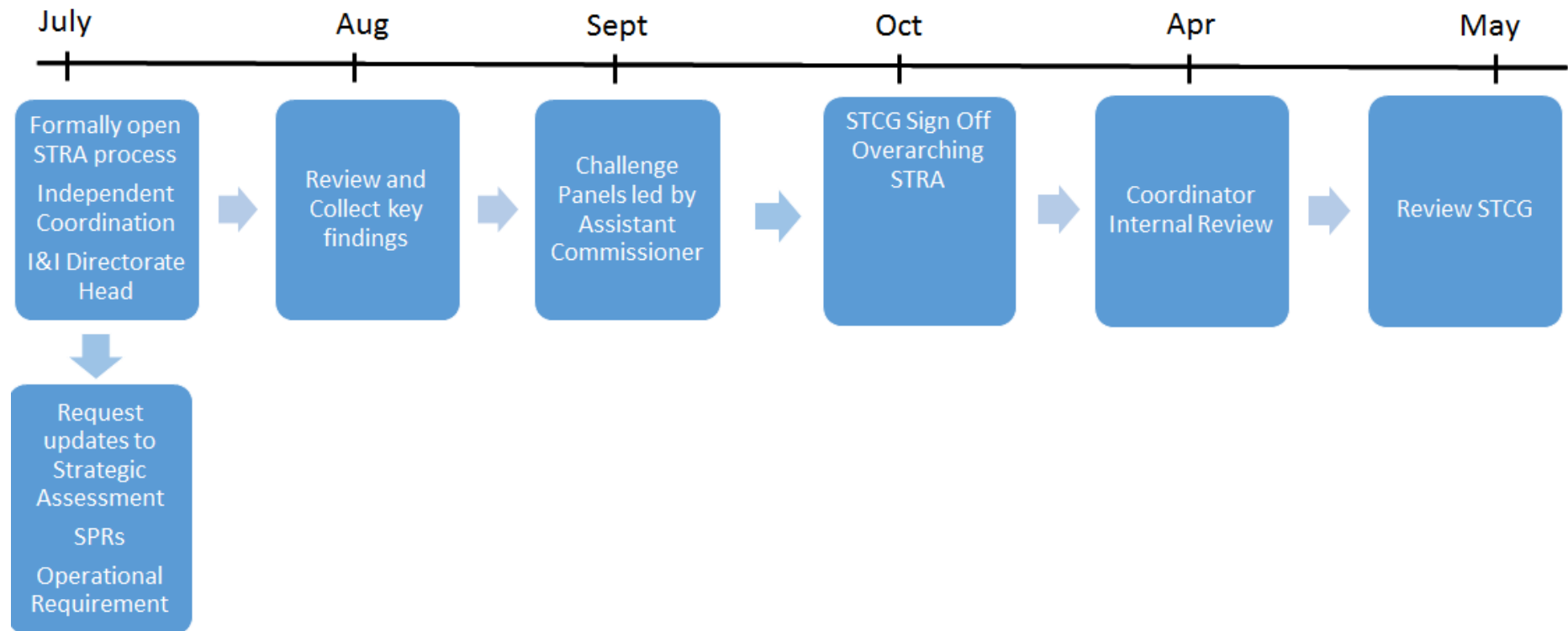


In considering the content of your allocated area, you should be asking (but not exhaustive):

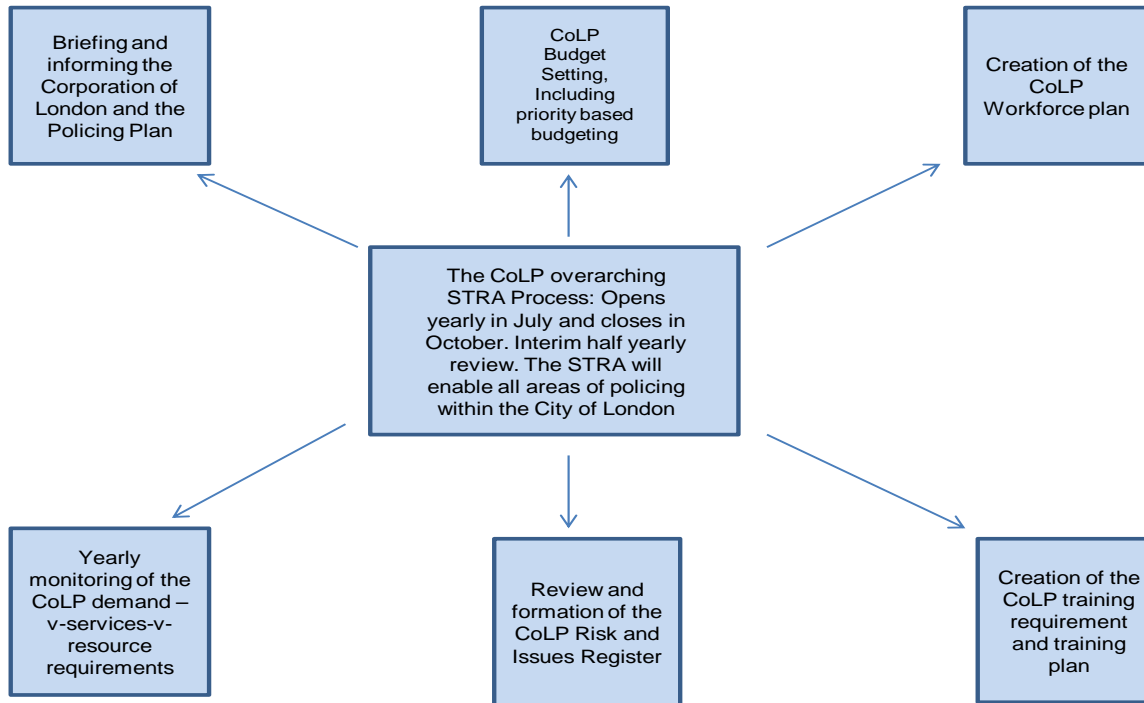
- What cannot be undertaken now or in the future?
- Where could there be duplication in other areas?
- What is on the horizon relating to your particular allocated area?
- Are there any gaps (training, skills, equipment, cultural) or dependencies?

Official

STRA Time line 2017 / 18



STRA Process as a Single Version of the Truth



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Agenda Item 8

Committee: Police Committee- For information	Date: 21 st September 2017
Subject: Revenue Budget Monitoring Report to June 2017	Public
Report of: The Commissioner of Police and The Chamberlain	For Information
Report author: Michelle King, City of London Police Director of Finance	

Summary

The overall forecast year end position at quarter one is balanced; however, the Force is mitigating adverse risks to the value of £3.42m.

Chief Officer Cash Limited Budget

The year end forecast shows a balanced budget and the projected outturn includes costs that have been drawn from POCA reserves under the Asset Recovery Identification Scheme (ARIS). These costs have been approved by CoLP Senior Management Board (SMB). There remain risks of £3.42m against the approved budget of £60.4m (excluding internal recharges of £3.6m). Brief commentary on the main risks and mitigating actions being undertaken are outlined in Appendix 1.

Recommendation

Members are asked to note the report.

Main Report

Chief Officer Cash Limited Budget

1. Risks to outturn arising in quarter 1 without mitigation identifies a risk of a forecast overspend of £3.42m. The Force has four operational directorates (Crime, Economic Crime, Intelligence and Information and Uniform Policing) one support directorate (Business Support Directorate) and a Central budget and the position for each activity area is shown in the table below.

Table 1: Directorate Outturn at Summary Level

Directorate	Budget £m	Q1 Actual £m	Outturn Risk £m	Better/(worse) £m
Crime	11.06	2.41	10.89	0.17
ECD - Core Units	5.52	1.36	5.50	0.02
ECD - Funded Units	2.10	18.32	4.34	(2.24)
I&I	11.01	2.22	10.97	0.04
UPD	10.79	3.98	10.88	(0.09)
BSD	14.63	3.63	14.58	0.05
Central Budgets	5.29	5.56	6.66	(1.37)
Total Net Expenditure	60.40	37.47	63.82	(3.42)

Revenue

2. The adverse risks identified at quarter 1 of £3.42m are shown in more detail in Appendix 1. The main risks are in relation to issues around National Lead Force (NLF) funding of £2.20m and the failure to identify savings in the non-pay Chief Officer Cash Limited Budget of £0.87m.
3. Grant administrators for the Home Office confirmed an error in their bidding process at the beginning of the financial year resulting in the omission of the National Lead Force (NLF) bid from the 2017 Policing Budget, laid before Ministers. Administrators advised that Ministers will make a decision in June 2017 but this has now passed without any agreement in principle being validated. The Force continues to request updates from the Home Office and anticipates a decision in Autumn 2017.
4. Chief Officer Cash Limited Budgets include a savings target of £1.2m against the non pay budget of £29.6m. The force has managed to secure savings of £0.3m against Repair and Maintenance, Travelling Expenses, Tasking and Core Directorate Overtime Budgets; however this falls short of the savings target by £0.87m.
5. CoLP Senior Management Board are recommending realising efficiencies against the Corporation recharge budget of £3.6m, which is excluded from the analysis in Table 1.

6. Unplanned savings of £0.60m in direct employee pay have accrued during quarter one due to delays in recruiting to Force vacancies. An exercise to match recruitment to current vacant established posts is being undertaken to get a complete understanding of the full year forecast direct employee pay cost, which will be reported to Members in quarter two. The impact of vacancy levels on overtime budgets is dependent on capacity, demand and utilisation. These considerations will be taken forward within the Strategic Threat and Risk Assessment Challenge Panels to be held in October 2017, reported to Members in quarter two.
7. Exceptional overtime claims relating to terrorist activities (Westminster attack, London Bridge and Manchester Arena) paid to officers to date amount to £0.38m and this is forecast to increase by £0.10m by the end of quarter 2, bringing the total to £0.48m. A claim for the full amount has been submitted to National Counter Terrorism Policing Head Quarters (NCTPHQ) for approval.
8. The Injury and Ill Health commutations year end forecast is £0.26m worse than the latest approved budget of £0.7m. This will continue to be monitored throughout the year.
9. There are adverse risks to the legal budget in relation to cash seizures which are subject to detention order(s). A detention order for £22m was quashed by the High Court and resulted in the repayment of funds, costs and interest of £0.21m. This negative risk is anticipated to increase by year end due to the outcomes of further court actions, the value of which is uncertain at this stage.

Proceeds of Crime Act 2002 (POCA)

10. Appendix 3 shows a summary of the actual spend for the first quarter against budgets agreed by the Strategic Management Board.

Capital and Supplementary Revenue Budgets

11. The capital outturn for 2017/18 has been profiled to budget. There are major programmes under review mainly IMS/DRS and ESN (formally ESMCP) which will be updated to Members in quarter 2.
12. Appendix 4 comprises Table 1 and Table 2 and outlines the capital programme for 2017/18 (as reported to the Police Committee in Jan 2017).
13. Table 1 identifies approved capital expenditure programmes financed within the Chief Officer's capital budget.
14. Table 2 outlines Pipeline Projects which primarily need to be developed into full business cases before they can receive Committee approval. These programmes are unfunded and require approval from Resource Allocation Sub-Committee to determine how the capital expenditure will be financed. Table 2 therefore identifies the capital expenditure shortfall to 2020.
15. The Police submitted four bids to the Police Innovation Fund of which one bid "PR097- 2017 National to Local Fraud and Cyber Data Sharing" received a recommendation to be considered by the Home Office (The bid value is £1.8m in 2017/18; £1.4m in 2018/19 and £0.5m in 2019/20). The bid was deferred from being submitted for ministerial sign off until September, as the Home Office wanted assurance that a current commercial dispute between the Force and one of its suppliers would not impact upon delivery. The Force has

provided that assurance and we are confident approval will be given.

Major Programmes

16. There are several ongoing major programmes within the Police that are interdependent with the Corporation. These are Action Fraud, the Accommodation Programme and the Planned and Cyclical Maintenance of the Police Estates and the Emergency Services Mobile Communications Programme.
17. **Action Fraud:** The supplier has communicated a number of delivery delays to the Implementation Programme Board (IPB) following the initial service Go Live date of 1 April 2016. A further delay beyond 30 September 2017 to Go Live for Release One has been communicated. Members should note that Release One will deliver all of the promised functionality to law enforcement and wider Stakeholders. Notwithstanding delays the system has been built and has been demonstrated on a number of occasions, most recently to Home Office officials. Members approved a supplementary budget of £5.51m for 2017/18 to meet Milestone, Client Team and Legal advice costs relating to the on-going delivery dispute. To date £7.2m has been paid to the supplier for Milestones delivered with a further £2.9m budgeted. There have been no material developments in respect of the on-going dispute.
18. **Accommodation programme:** The overall City of London Police Accommodation Programme is overseen by the Commissioner and the Chamberlain as joint programme sponsors. However, within the programme there are a range of essential internal projects supporting the main programme that are managed by the Force. The majority of these projects are now in mobilisation stage as the programme has moved from concept to physical works across the Police estate. Regular strategic briefings and updates of the overall accommodation programme will be provided to all committees going forward.
19. **Planned and Cyclical Maintenance of the Police Estate:** A clear misalignment has been identified between the physical works required to maintain the estate of the City of London Police and appropriate budgets. The main cause of this has been the assumption that the accommodation programme would have removed the requirement for some of these essential works, but due to the delays within that programme some of these essential works are now unavoidable. These are being regularly reviewed and limited to essential only, particularly within sites with a short time frame of retention. A minor budget increase will be required in year for 2017/18 and a detailed profile of any works will be built into cyclical works budgets for 2018 /19 onwards.
20. **The Emergency Services Network programme:** This is a national programme providing mission critical communications and broadband applications and will affect all Bluelight services. The programme is still in its early stages and is due for completion in 2020. This programme is complex in that the national team delivers the network and each individual organisation provides its own use case based on operational requirement which will involve network infrastructure redesign, control room upgrades, new smart type devices, vehicle fleet refits and replacement of in-building solutions in key

locations. Within Pipeline Projects agreed by members in January 2017, the Force estimated that £9m of City cash is required, however a recent estimate suggests this is between £12m - £14m. It should be noted that the Met's initial estimate was £100m; however current thinking is a revision to £150m. The lack of clarity around estimates and assumptions is due to the lack of detailed information from national programme / Home Office. Recently the Force was approached by the national lead due to some concerns about the lack of local progress and this is currently a red risk within the Force risk register. A team is required to make progress against the national programme plan and fully understand the local user requirement, currently estimated at £3.2m to 2020. The team requires a technical architect, design and configuration expertise, test and assurance management, subject matter expertise in police control rooms, mobile devices and in-vehicle units. The project will require stakeholder engagement with City Businesses to deliver in building solutions providing for communications inside strategic buildings / iconic locations. This is particularly important at risk sites due to the threat from terrorism.

21. Other Police Funds

The forecast Police working balances includes the General fund £3.4m, the POCA reserve £0.9m and the transformational fund £0.1m as table 2 outlines.

Table 2: Other Police Funds Forecast to March 2018

Forecast Other Police Funds to 31st March 2018	2017/18 Opening Balance	2017/18 Projected Outturn	2017/18 Closing Balance
General	(3.5)	(0.1)	(3.4)
POCA	(3.6)	(2.7)	(0.9)
Transformational Funding	(0.1)	0.0	(0.1)
Total Other Police Funds	(7.2)	(2.8)	(4.4)

Appendix 1 – Budget Risks as at Qtr 1

Appendix 2 - POCA Allocations for 2017/18

Appendix 3 – Capital and Supplementary Revenue Budget

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Budget Risks as at Qtr 1

Changes	Q1 Risks £'000	Cause/Action
Direct Employee Pay	600	Adjustments to direct employee costs due to sluggish recruitment to vacant positions. The under spend will be taken to the Police Contingency Fund to offset the underachievement of non-pay efficiencies. This will be updated in quarter 2.
Indirect Employee Pay	-482	Adjustments to employee indirect pay due to terrorist attacks across the country. These costs have been reclaimed through the Counter Terrorism funding stream however NCTPHQ is uncertain about the likelihood of recovery and the status of this risk will be updated in quarter 2.
Legal costs	-207	These are adjustments relating to legal fees, interest and court costs paid to third parties relating to negative outcomes on forfeiture cases. The Assistant Commissioner is developing a process to risk assess and mitigate where feasible forfeiture risks prior to engagement. This will be updated to members in quarter 2.
Non-pay efficiencies	-871	The in year efficiencies are partially achieved where operationally feasible. The remaining non-pay savings are currently unidentified however in view of the high level of vacancies and the time to fill; these efficiencies will be offset against unplanned savings from direct employee budgets.
Injury and Ill Health Commutations	-260	The current levels of Injury and Ill Health costs are forecast to exceed that budgeted for 2017/18 due to the provision of three commuted ill health lump sum and an increase in 4 weekly payments for injury awards.
National Lead Force	-2,195	Funding for 2017 is currently unconfirmed and if this remains unapproved mitigations may need to be put in place to reduce expenditure by the same amount in year. This can be achieved by moving staff from the NLF funded unit to fill current vacancies in other departments. The status of this risk will be updated in quarter 2.

POCA Reserve Allocations 2017/18

POCA - 2017/18			
Indicative Allocations: Strategic POCA Priorities			
Allocation	POCA Allocation 2017/18 £'m	Actuals to Jun 17 2017/18 £'m	Allocation Remaining 2017/18 £'m
POCA Costs for ARTS/SARS Teams	1.21	0.19	1.02
Skynet Intelligence Hub	0.16	0.04	0.12
PCSO to June 2017	0.06	0.04	0.02
Operational Programmes	0.16	-	0.16
Voluntary Sector	0.04	0.02	0.02
Capital Programmes	1.04	0.45	0.59
	2.67	0.74	1.93

Table 1: Approved Capital and Supplementary Revenue Projects

	Exp. Pre 01/04/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Approved Expenditure					
Tactical Fire Arms Unit Body Worn Video	3				3
Fraudulent ID Documents Database	4				4
ESMCP	479				479
ROS - CCTV Barbican Area	4				4
ROS - River Cameras	30				30
<u>Authority to start work granted</u>					
ICT Support to CCCI Functions		2,633	637		3,270
Joint Network Refresh	135	1,037			1,172
HR Origin Upgrade to R12	143	55			198
Mobile Technology	318				318
Vehicle Purchases	492				492
ROS - IMS/DRS (back office)	82	683			765
ROS - ANPR Camera Replacement	163				163
Sub-total approved expenditure	1,853	4,408	637	-	6,898
Approved Funding					
Specific Projects					
Proceeds of Crime Funds					
- allocated to ICT support to CCCI functions		- 951			- 951
- allocated to Tactical Fire Arms Unit BWV	- 3				- 3
- allocated to ROS - CCTV Barbican area	- 4				- 4
Police Innovation Fund					
- Fraudulent ID Documents Database	- 4				- 4
Police Accommodation Strategy					
- ROS - ANPR camera replacement	- 163				- 163
General Support					
Home Office Capital Grant	- 1,320	- 400	- 400	- 400	- 2,520
Home Office Capital Grant 2015/16 - Unapplied	- 122				- 122
Revenue Contribution	- 1,000	- 1,378	- 1,000		- 3,378
Sub-total approved funding	- 2,616	- 2,729	- 1,400	- 400	- 7,145
Net Funding Shortfall/(Surplus)	- 763	1,679	- 763	- 400	- 247

Table 2: Pipeline Capital and Supplementary Revenue Projects

	Pre 01/04/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	Total £'000
Pipeline Projects					
<u>Indicative implementation costs for projects which have not yet received authority to start work</u>					
Tactical Fire Arms Unit Body Worn Video	82				82
Fraudulent ID Documents Database	521				521
ESMCP		4,000	4,531		8,531
Data Network refresh	143				143
Infrastructure refresh IL4		150			150
Unified Communications	18	175			193
Intranet upgrade		100			100
HR Origin upgrade to R12			30		30
Forensics Digital Laboratory		38	32	40	110
TFG Tasers and ancillary equipment		50	50	50	150
Payroll and Duty Management System		300	200		500
Vehicle purchases, future years		298	250	250	798
ROS - River Camers		453	453	452	1,358
ROS - ANPR camera replacement	80				80
ROS - IMS/DRS		357			357
Sub-total indicative implementation costs for pipeline projects	844	5,921	5,546	792	13,103
Indicative funding for specific pipeline projects					
Proceeds of Crime Funds					
- allocated to Tactical Fire Arms Unit BWV	- 82			-	82
Police Innovation Fund					
- Fraudulent ID Documents Database	- 521			-	521
On-Street Parking Reserve contribution to ROS - IMS/DRS		- 300		-	300
Bridge House Estates contribution to ROS - River Cameras/IMS/DRS		- 581		-	581
Sub-total indicative funding for pipeline projects	- 603	- 881	-	-	- 1,484
Net Funding Shortfall for pipeline projects	241	5,040	5,546	792	11,619
Overall Funding Shortfall/(Surplus)	- 522	6,719	4,783	392	11,372

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Committee(s): Police Committee Professional Standards & Integrity Sub (Police) Committee	Date: 21 September 2017 22 September 2017
Subject: Appointment of External Member to Professional Standards & Integrity Sub-Committee	Public
Report of: Town Clerk	(Police) For Decision For Information
Report author: George Fraser	

Summary

This report recommends that the Police Committee approve the appointment of an external member, Mia Campbell, to its Professional Standards and Integrity Sub-Committee following selection through a recruitment process completed on 8 August 2017. The decision to appoint Ms Campbell was made in conjunction with that to appoint external Member, Andrew Lentin, to the Police Grand Committee by a selection panel consisting of the Chairman and Deputy Chairman of the Police Committee, the chairman of the Professional Standards & Integrity Sub-Committee and independent panel member, Elizabeth France of the British Transport Police Authority.

Main Report

1. In May 2017, the term of one of the external members of the Professional Standards & Integrity Sub-Committee, Lucy Sandford, expired. As a result, recruitment was undertaken in order fill this vacancy, in accordance with the Committee's membership scheme (as specified in its Terms of Reference).
2. A selection panel was set up, consisting of the Chairman and Deputy Chairman of the Police Committee, the chairman of the Professional Standards & Integrity Sub-Committee and independent panel member, Elizabeth France of the British Transport Police Authority.
3. The post was openly advertised across the City Estates, Police and Member networks, all applications were considered, and six candidates who met the eligibility criteria were interviewed on 8 August 2017.
4. Following deliberations, the panel was pleased to recommend one candidate for appointment to the position, Mia Campbell.

5. Ms Campbell has sat on the Fraud Advisory Panel, the UK's leading anti-fraud charity, over the last 14 years, and for more than 10 years as its Manager. In this role, she has been responsible for the development and implementation of the panel's strategic and operational plans (including the formulation of new projects and initiatives) aimed at positioning the charity as a leading, well-respected and trusted provider of anti-fraud advice and information.
6. This report recommends that the Police Committee approve the appointment of Mia Campbell as an external member to its Professional Standards and Integrity Sub-Committee, following her selection through the recruitment process completed on 8 August 2017, and subject to her successful completion of required Police security clearance checks.

Recommendation(s)

That,

- a) approval be given to the appointment of an external Member to the Professional Standards and Integrity Sub Committee, for a four year term commencing 22 September 2017, to reflect the decision of the selection panel made on 8 August 2017.

George Fraser

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