



Police Committee

Date: THURSDAY, 24 MAY 2018
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Douglas Barrow
Nicholas Bensted-Smith
Deputy Keith Bottomley
Tijs Broeke
Simon Duckworth
Emma Edhem
Alderman Alison Gowman
Christopher Hayward
Alderman Ian Luder
Andrew Lentin (External Member)
Deputy Henry Pollard
Lucy Sandford (External Member)
Deputy James Thomson

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Next Meetings:

12 Jun 2018

20 Sep 2018

1 Nov 2018

5 Dec 2018

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **APPOINTMENT OF COMMITTEE**
To receive the Order of the Court of Common Council, appointing the Committee and approving its Terms of Reference.

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman for the ensuing year in accordance with Standing Order 29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman for the ensuing year in accordance with Standing Order 30.

For Decision
6. **APPOINTMENT OF SUB-COMMITTEES, BOARDS AND REPRESENTATIVES 2018/19**
Report of the Town Clerk

For Decision
(Pages 3 - 10)
7. **MINUTES**
To agree the public minutes and summary of the meeting held on

For Decision

 - a) **Police Committee (12 April 2018)**
To agree

For Decision
(Pages 11 - 20)
 - b) **Police Pensions Board (9 January 2018)**
To receive

For Information
(Pages 21 - 24)

- c) **Performance and Resource Management Sub (26 April 2018)**
To receive
For Information
(Pages 25 - 32)
- d) **Economic Crime Board (27 April 2018)**
To receive
For Information
(Pages 33 - 38)
8. **OUTSTANDING REFERENCES**
Report of the Town Clerk
For Information
(Pages 39 - 44)
9. **CYBER SECURITY STRATEGY *** TO FOLLOW *****
Report of the Commissioner, City of London Police
For Information
10. **ANNUAL REPORT 2017/18**
Report of the Commissioner of Police
For Decision
(Pages 45 - 86)
11. **INDEPENDENT CUSTODY VISITING SCHEME ANNUAL REPORT 2017/18**
Report of the Town Clerk
For Information
(Pages 87 - 100)
12. **EQUALITY AND INCLUSION UPDATE**
Report of the Commissioner of Police
For Information
(Pages 101 - 110)
13. **SPECIAL INTEREST AREA SCHEME 2018/19**
Joint Report of the Town Clerk and Commissioner of Police
For Decision
(Pages 111 - 148)
14. **BARBICAN CCTV UPDATE**
Report of the Commissioner of Police
For Information
(Pages 149 - 152)

15. **REFRESH OF DRAFT MEDIUM TERM FINANCIAL PLAN UP TO 2022/23**

Joint report of the Chamberlain and the Commissioner of Police

For Information
(Pages 153 - 166)

16. **DISCLOSURE - UPDATE ON FORCE RESPONSE TO NATIONAL ISSUES**

Report of the Commissioner of Police

For Information
(Pages 167 - 172)

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

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

19. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

20. **NON-PUBLIC MINUTES**

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

For Decision

a) **Police Committee (12 April 2018)**

To agree

For Decision
(Pages 173 - 178)

b) **Police Pensions Board (9 January 2018)**

To receive

For Information
(Pages 179 - 180)

c) **Performance and Resource Management Sub (26 April 2018)**

To receive

For Information
(Pages 181 - 184)

d) **Economic Crime Board (27 April 2018)**

To receive

For Information
(Pages 185 - 188)

21. **NON-PUBLIC OUTSTANDING REFERENCES**

Report of the Town Clerk

For Information
(Pages 189 - 190)

22. **SUPPORT SERVICES CONTRACT FOR THE POLICE NATIONAL ENABLING PROGRAMMES**

Report of the Commissioner of Police

For Decision
(Pages 191 - 198)

23. **ACTION FRAUD - INTERIM SERVICE PROVIDER**

Report of the Commissioner of Police

For Decision
(Pages 199 - 208)

24. **ACTION AND KNOW FRAUD CENTRE - CONTRACT SERVICE BUDGET**

Report of the Commissioner of Police

For Decision
(Pages 209 - 218)

25. **POLICE ACCOMMODATION PROGRAMME UPDATE**

Report of the Commissioner, City of London Police

For Information
(Pages 219 - 226)

26. **POLICE ACCOMMODATION STRATEGY - DECANT UPDATE**

Report of the City Surveyor

For Decision
(Pages 227 - 234)

27. **POLICE ACCOMMODATION STRATEGY - DECANT LOGISTICS / MOVE PARTNER**

Report of the Commissioner of Police

For Decision
(Pages 235 - 244)

28. **POLICE ACCOMMODATION STRATEGY - FLEET STREET ESTATE - OPTIONS PROPOSAL**
Report of the City Surveyor
- For Decision**
(Pages 245 - 266)
29. **CITY OF LONDON CORPORATION & CITY OF LONDON POLICE IT STRATEGY UPDATE**
Report of the Chamberlain
- For Information**
(Pages 267 - 272)
30. **CITY OF LONDON POLICE IP TELEPHONY UPGRADE - GATEWAY 3-4**
Report of the Chamberlain
- For Decision**
(Pages 273 - 286)
31. **S22A CUSTODY COLLABORATION AGREEMENT**
Report of the Commissioner of Police
- For Decision**
(Pages 287 - 290)
32. **OCCUPATIONAL HEALTH PHYSICIAN SERVICES**
Joint report of the Commissioner of Police and the Director of Human Resources
- For Information**
(Pages 291 - 296)
33. **EMERGENCY SERVICES MOBILE COMMUNICATION PLATFORM (ESMCP) - CONTROL ROOM UPGRADE - GATEWAY 5 - ISSUE REPORT**
Report of the Commissioner of Police
- For Decision**
(Pages 297 - 300)
34. **BODY WORN VIDEO - GATEWAY 7 - OUTCOME REPORT**
Report of the Commissioner of Police
- For Decision**
(Pages 301 - 306)
35. **BODY WORN VIDEO - TACTICAL FIREARMS GROUP - GATEWAY 7 - OUTCOME REPORT**
Report of the Commissioner of Police
- For Decision**
(Pages 307 - 312)

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

37. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

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Agenda Item 3

BOWMAN, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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POLICE COMMITTEE

1. **Constitution**

A non-ward committee consisting of:

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

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2018/19**

- 9 (4) Douglas Barrow, Deputy
- 13 (4) James Henry George Pollard, Deputy
- 4 (4) James Michael Douglas Thomson, Deputy
- 17 (3) Simon D'Olier Duckworth, O.B.E., D.L.
- 3 (3) Christopher Michael Hayward
- 17 (3) Ian David Luder, J.P., Alderman
- 4 (2) Nicholas Michael Bensted-Smith, J.P.
- 3 (2) Keith David Forbes Bottomley, Deputy
- 10 (2) Alison Jane Gowman, Alderman
- 1 (1) Tijs Broeke
- 2 (1) Emma Edhem

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

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

Andrew Lentin (*appointed for a four-year term to expire in September 2021*)

4. **Terms of Reference**

To be responsible for:-

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

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Agenda Item 6

Committee(s): Police Committee	Date: 24 May 2018
Subject: Appointment of the Sub-Committees, Economic Crime Board, Police Pensions Board and Committee Representatives 2018/19	Public
Report of: Town Clerk	For Decision
Report author: George Fraser	

Summary

This report recommends that your Committee makes a number of internal and external appointments for 2018/19.

Recommendation(s)

That,

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

Main Report

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

Economic Crime Board

8. The creation of an **Economic Crime Board** was agreed at the meeting in January 2012.

9. Composition

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

10. Its terms of reference are:

To be responsible for:

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

11. The Board's membership in 2017/18 was as follows:-

Simon Duckworth (Chairman)
Deputy Douglas Barrow *Ex-Officio*
Nicholas Bensted-Smith
Deputy Keith Bottomley
Robert Merrett *Co-Opted*
Deputy Henry Pollard
Deputy Richard Regan
Deputy Tom Sleigh *Co-Opted*
Deputy James Thomson *Ex-Officio*

12. The Sub Committee will continue to meet 4 times a year and the dates of the remaining meetings for 2018 are currently 6 July and 31 October. Meeting dates for 2019 are yet to be confirmed.

Performance and Resource Management Sub-Committee

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

14. Composition

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

15. Its terms of reference are as follows:

To be responsible for:

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

16. The Sub-Committee's membership in 2017/18 was as follows:-

Deputy James Thomson (Chairman)

Deputy Douglas Barrow *Ex-Officio*

Nicholas Bensted-Smith

Deputy Keith Bottomley

Tijs Broeke *Co-Opted*

Alderman Alison Gowman

Caroline Mawhood *Co-Opted, Audit & Risk Management Committee*

Andrew Lentin *External*

Alderman Ian Luder

Kenneth Ludlam *Co-Opted, Audit & Risk Management Committee*

Lucy Sandford *External*

17. The Sub Committee will continue to meet 4 times a year and the dates of the remaining meetings for 2018 are 29 June and 23 November. Meeting dates for 2019 are yet to be confirmed beyond the first meeting, scheduled for 6 February.

Professional Standards and Integrity Sub-Committee

18. Composition

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

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

To be responsible for:

- a. overseeing the handling of complaints and the maintenance of standards across the force, where necessary recommending changes in procedures and performance to the Police Committee;*
- b. monitoring the Police Committee's work in respect of conduct and appeals proceedings; and,*
- c. monitoring government, police authorities and other external agencies' policies and actions relating to professional standards and advising the Police Committee or Commissioner as appropriate.*
- d. overseeing the work of the City of London Police Integrity Standards Board, whose purpose is to direct and co-ordinate the auditing of the key indicators in relation to the City of London Police Integrity Dashboard, delivery of associated action plans and promoting the understanding of the Police Code of Ethics.*

20. The Membership in 2017/18 was as follows:-

Alderman Alison Gowman (Chairman)

Deputy Douglas Barrow *Ex-Officio*

Nicholas Bensted-Smith

Tijs Broeke *Co-Opted*

Mia Campbell *Co-Opted, External*

Deputy Richard Regan
Lucy Sandford *External*
Deputy James Thomson *Ex-Officio*
James Tumbridge *Co-Opted*

21. The Sub Committee will continue to meet 4 times a year and the dates of the remaining meetings for 2018 are 6 June, 17 September and 7 December. Meeting dates for 2019 are yet to be confirmed.

Police Pensions Board

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

23. Composition:

- Three Scheme Manager Representatives
- Three Scheme Member Representatives

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

25. Its terms of reference are:

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

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

26. The Board will continue to meet three times a year. The remaining meeting dates in 2018 are 30 May and 3 October. Meeting dates for 2019 are yet to be determined.

27. The Board's membership in 2017/18 was as follows:-

Alderman Ian Luder (Chairman)
John Todd (Deputy Chairman)
Alexander Barr
Helen Isaac
Davina Plummer
Kieron Sharp

28. Subject to the approval of the Chairman to be appointed, it is recommended that the Membership be retained for the ensuing year.

INTERNAL AND EXTERNAL APPOINTMENTS

29. The Committee also needs to agree the appointment of Members to various internal and external bodies for 2018/19. Last year's appointments were as follows:-

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

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POLICE COMMITTEE

Thursday, 12 April 2018

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

Present

Members:

Deputy Douglas Barrow (Chairman)	Alderman Alison Gowman
Deputy James Thomson (Deputy Chairman)	Alderman Ian Luder
Deputy Keith Bottomley	Deputy Henry Pollard
Simon Duckworth	Lucy Sandford (External Member)
Emma Edhem	

Officers:

George Fraser	-	Town Clerk's Department
Carl Locsin	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Christopher Bell	-	Chamberlain's Department
Philip Gregory	-	Chamberlain's Department
Ian Dyson	-	Commissioner, CoLP
Alistair Sutherland	-	Assistant Commissioner, CoLP
Jane Gyford	-	Commander of Operations, CoLP
Anne Medlycott	-	Staff Officer to Commissioner, CoLP
Charlie Morrison	-	Inspector, CoLP
Peter O'Doherty	-	Detective Chief Superintenden, CoLP
Hayley Williams	-	CoLP
Martin O'Regan	-	Director of Estates and Support Services, CoLP
Mike Braude	-	Comptroller & City Solicitor's Department
Paul Chadha	-	Comptroller & City Solicitor's Department

1. APOLOGIES

Apologies were received from Nicholas Bensted-Smith, Christopher Hayward and Andrew Lentin.

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

There were no declarations.

3. **MINUTES**

The minutes from previous meetings:

a) **Police Committee (1 March 2018)**

The Committee considered the minutes from the last meeting, held on 1 March 2018.

RESOLVED – That the minutes be approved.

b) **Professional Standards & Integrity Sub-Committee (5 March 2018)**

The Committee received the minutes from the last meeting, held on 5 March 2018.

RESOLVED – That the minutes be received.

4. **OUTSTANDING REFERENCES**

The Committee considered a report of the Town Clerk which summarised the outstanding actions from previous meetings of the Committee.

OR1 – Medium Term Financial Plan

The Commissioner explained that due to staffing shortages, although the MTFP report would be submitted to the May meeting of the Police Committee, it would not be completed in time for submission to the Performance and Resource Management Sub-Committee on 26 April. (1)

OR2 – Premium Increase

The Chairman noted that the item had been removed from both the Policy & Resources and Finance Committee agendas, and that there had been discussions with their respective Chairmen confirming that an alternative approach for raising the issue would be preferable. The Chairman noted that this had been raised as a Resolution to the Policy and Resources Committee when, rather, a note would have been more suitable. He was, nonetheless content that the Committee's views had been made apparent as a result. The Chairman asked if Members felt this outcome was satisfactory.

A Member explained that they were surprised that the item had been withdrawn from the agenda and noted that it had not been made fully clear at the recent Ratepayers' Meeting that a rise would be considered. The Member suggested that a note be sent to the Policy and Resources Committee that highlights both the financial deficits identified by the Deloitte Demand and Value for Money Review and also the national appetite for support of frontline services, as illustrated by a lack of resistance to increased spending elsewhere in the country. He emphasised the importance of recognising that the national mood is receptive to the increased cost of Policing. The Member explained that, regardless of any identified efficiencies achieved, we can be confident that the net Policing costs are set to increase year-on-year for at least the next 3 years. Given this outlook, it would be productive for the Corporation to take a view on this sooner rather than later, allowing sufficient notice for Business Ratepayers.

A second Member noted that the Police Committee has regularly highlighted the issue, and that the response was that it was not the Police Committee's responsibility to dictate policy on the Business Ratepayers' decision, but rather a question of Corporate Policy. He suggested that whilst the Police Committee should accept this position, it retains the responsibility to highlight the issue for the attention of the Policy and Resources Committee to make an informed decision.

The Chairman agreed with Members statements and noted that historically the City Corporation has always been supportive with the funding to supply Policing sufficiently. Members also noted that City Businesses were too supportive.

A third Member noted that, whilst the Corporation's finances are determined on an annual basis, it might be preferable for the Corporation to set out a medium-term funding strategy for policing.

The Committee agreed to send a note to the Policy and Resources Committee highlighting the following (2):

- i. The consideration of Business Rates is one of Corporate policy.
- ii. That, regardless of any efficiencies achieved, net police costs are set to increase year-on-year for at least the next three years.
- iii. The national mood is receptive to increased Police spending and this is illustrated by little resistance to increases elsewhere in the country.

OR3 – Police Budgets

The Commissioner requested further clarification over what had been expected following the discussion at the last meeting around this action. He explained that it was understood that, rather than a written report as stated within the Town Clerk's report, an infographic would be produced that provides a breakdown of the Police budgets, with an illustration of which areas were allocated from core funding. The Chamberlain confirmed that this could also be included as an appendix feeding into the narrative of the Revenue and Capital Outturn report to be submitted to the July meeting of Police Committee and Performance and Resource Management Sub-Committee. The Deputy Chairman noted this would prove to be very useful given the short-term nature of funding. (3)

RESOLVED – That the report be received.

5. CYBER UPDATE

The Committee heard a presentation from the Commissioner of Police that provided them with an update on issues relating to Cyber-crime, as covered by the Transform Programme.

The Detective Chief Superintendent explained that Project Griffin was first created in the 1990s but, given the significant shift of crime into the digital

environment, Project Cyber Griffin had since been initiated and was supported by Bristol University's Cyber Research Department. He presented Members with a live global map of cyber-attacks. He noted that the City of London was a central target for cyber-attacks as a high-profile wealth centre.

The Detective Chief Superintendent explained that 90% of all attacks begin with social engineering and defined the five threat actor types that are recognised: Script Kiddies, Hacktivists, Cyber Criminals, Organised Crime Groups and State Actors. However, he noted that the same measures would be effective against all threats to varying degrees, regardless of their resources.

The Detective Chief Superintendent noted three elements of the Project Cyber Griffin service: Threat Briefings, Incident Response and an Advisory Group. He explained that it would be launched on 1 May 2018.

A Member noted that this was very timely, and cited examples of those as young as three years old being trained in IT, giving great potential for power to disrupt without a balance of responsibility. The Detective Chief Superintendent agreed and noted that the creation of alternative opportunities for those individuals was crucial, as well as presenting the young with positive role models.

A Member asked if this would need to be signed off by the CEO of a business, and how funding would work. The Detective Chief Superintendent confirmed that, as a security project, this would always require sign off from the top level of an organisation. The Commissioner explained that a bid to the Transform Programme had been submitted to request funding for this. He explained that they needed to look at opportunities for revenue from Police projects in order to resource their response to threats. He also confirmed that, as an integral part of policing requirement, a business case needed to be put forward for it to be included as an area within core funding.

A Member noted their approval of the grass roots approach but asked if resources would match needs in the community. The Detective Chief Superintendent explained that workforce numbers and skillsets were not there in most Police forces.

A Member requested that the Committee have visibility of the plan at its initial stage. (4)

The Deputy Chairman noted that, whilst Project Griffin was a City-wide initiative, the scope of cyber threats went beyond the City limits. For this reason, the area should be looked at from a national perspective, which should also define the scope for funding. He also suggested that the National Counter Terrorism Policing Headquarters (NCTPHQ) should be utilised.

RESOLVED – That the Commissioner be heard.

6. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

The Committee received a report of the Commissioner of Police that updated Members on engagement activities across the main areas of policing.

The T/Commander of Operations and Security provided Members with an overview of the five main areas of engagement.

A Member asked if the issuing of Community Protection Notices (CPNs) for begging was having an effect. They emphasised that, as CPNs can restrict free movement, they should only continue to be used if they were achieving the desired effect. The Chairman agreed that, whilst the report was good, there needed to be more evidence of the effectiveness of engagement activities presented within it. The T/Commander of Operations and Security confirmed that they would include more information on outcomes in the next quarterly update in July, feeding back with figures to Members in the meantime on the issue of CPNs and their effectiveness as a tool. (5)

A Member asked if the Police were gaining a sufficient flow of intelligence. The Commander confirmed that they were receiving significant intelligence, but this could always be improved upon.

RESOLVED – That the report be received.

7. **SPECIAL INTEREST AREA UPDATES**

The Committee heard verbal updates from Special Interest Area leads.

a) **Equality, Diversity and Human Rights**

The Committee heard a verbal update from the SIA Lead for Equality, Diversity and Human Rights.

The SIA Lead noted that this area of work was progressing now that a new Equality and Inclusion Manager had been appointed. She explained that in recent press coverage, the City of London Police were ranked as the second smallest in terms of gender pay gap nationally, second only to Cleveland Police. She felt this was positive for CoLP.

The SIA Lead explained that a National Police Chiefs' Council Equality and Diversity work plan across a range of areas such as community engagement was being formulated and could be shared with Members on request.

The Chairman thanked the SIA Lead for her input and work in the area.

RESOLVED – That the SIA Lead be heard.

b) **Counter Terrorism**

This item was moved to the non-public agenda, following item 12.

c) **Strategic Policing Requirement Overview**

The Committee heard a verbal update from the SIA Lead for Strategic Policing Requirements.

The SIA Lead explained that this strategy was now in its 6th year of operation, although there had been a similar strategy for many years covering the areas that the Home Secretary perceives to be serious and without force boundary. He explained that there is however, little engagement on a national basis under this brief.

The SIA Lead explained the defined threats as Counter-Terrorism, Serious and Organised Crime, Public Order, Civil Emergencies, large scale Cyber-Attacks and Child Sexual Abuse. He confirmed that these were all included within the CoLP's Policing Plan.

The SIA Lead noted that the PEEL Effectiveness inspection, with a focus on protective services such as Marauding Firearms Terrorist Attacks (MFTAs), took place. He explained that the CoLP were considered to be effective, though officially ungraded.

The SIA Lead suggested that, although Strategic Policing Requirement remains part of the 2017-20 Policing Plan, it might be beneficial for the SIA to be reallocated to another more current area, such as Cyber-Crime for example. He explained that the Specialist Capabilities work at a national level would continue to monitor many of the specialist policing areas included in the Strategic Policing Requirement.

The SIA Lead explained that the CoLP still used Management of Risk in Law Enforcement (MORILE), which led to their own Strategic Threat and Risk Assessments on all areas of Policing.

RESOLVED – That the SIA Lead be heard.

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

The Chairman of the Police Pensions Board asked that the details of the Police Pensions Board be included on the Police Committee agenda. He explained that a new Pensions Manager had been appointed and a meeting with him had recently been arranged.

A Member asked why CoLP were not included in the London Criminal Justice Devolution Agreement, and what the response would be to the process. The Commander of Operations and Security explained that they were aware of this and would ensure that CoLP would be built in to any future pan-London strategy and this would be explored as part of CoLP Transform. She explained that they would look at their regional capabilities. The Member emphasised the importance of following up with this as it seemed as if CoLP had not been

included. The Commander agreed to send a briefing note to Members to update them once she had ascertained the current position. (6)

A Member noted that a full report on the implementation of ATTRO had been promised, but still had not been received. The Commissioner apologised for the delayed response, explaining that it had been actioned but not yet concluded. He confirmed that he would liaise with the Department of Built Environment Director to ensure a report on this would be submitted to the next meeting. The Chairman confirmed that this was disappointing that this had not been addressed, and that the Department for the Built Environment were unable to send a representative to respond to Member queries. He noted that this report should be a collaboration between the Department of the Built Environment and the Police. (7)

The Committee received a question from an absent Member that asked what plans, actions or thoughts (if any) there are, as far as CoLP is concerned, following the reported rapid rise in knife and gun related deaths in London this year? The Assistant Commissioner explained that the government's Serious Violence Strategy had only just been published, and CoLP were exploring its role and responsibilities in terms of policing but noted that the Strategy also requires local authority response as well and would seek to work in partnership with the Corporation on this. He explained that there was great collaboration across the three London forces on knife and gun crime, such as in the cases of Operations Sceptre and Gondola. He explained that there had been a slight annual reduction of 2% in the City of London, with this area under continued review. The Assistant Commissioner explained that in a meeting with the Town Clerk on 11 April, a request had been made for a collaboration document to be produced. He explained that the CoLP's Major Crime Team had provided support for the MPS following recent homicide events in neighbouring boroughs, enabling the team to gain valuable experience and keep their skills refreshed in this type of investigation. The Chairman noted that there were a range of contributing factors to the problem, highlighting the pressure placed on Police and schools, but also suggested that the role of parenting should not be overlooked. The Assistant Commissioner agreed and explained that one of the approaches used in the MPS to tackle serious violence was parental contact groups, for example, helping single mothers remain aware of their children's activities. He confirmed that these had received very positive feedback.

A Member asked if someone from the CoLP was present at the recent Mayor's Briefing and the Commissioner confirmed that they had not been.

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

The Chairman thanked Members Emma Edhem and Deputy Richard Regan, who were both completing the final year of their term, for their contributions to the work of the Police Committee.

10. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds

that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item No.	Paragraph(s) in Schedule 12A
11-21	3

11. **NON-PUBLIC MINUTES**

The non-public minutes from the previous meetings.

a) **Police Committee (1 March 2018)**

The Committee considered the non-public minutes from the last meeting, held on 1 March 2018.

RESOLVED – That the minutes be approved.

b) **Professional Standards and Integrity Sub-Committee (5 March 2018)**

The Committee received the non-public minutes from the last meeting, held on 5 March 2018.

RESOLVED – That the minutes be received.

12. **NON-PUBLIC OUTSTANDING REFERENCES**

The Committee considered a report of the Town Clerk which set out the non-public outstanding actions from previous meetings of the Committee.

RESOLVED – That the report be received.

13. **NATIONAL ENABLING PROGRAMMES - SUPPORT SERVICES CONTRACT**

The Committee received a report of the Commissioner of Police that requested Members' approval of a contract in relation to the National Enabling Programmes.

14. **COLLABORATION AGREEMENT MODERN SLAVERY TRANSFORMATION FUND**

The Committee received a report of the Commissioner of Police that requested Members' approval of a national collaboration agreement aimed at tackling Modern Slavery.

15. **DEMAND AND VALUE FOR MONEY TRANSFORM PROGRESS UPDATE**

The Committee received a report of the Commissioner that provided Members with an update on progress relating to the Demand and Value for Money review.

16. **PROJECT SERVATOR CONTRACT PROCUREMENT WAIVER**
The Committee received a report of the Commissioner of Police that requested Members' approval of a procurement contract waiver relating to Project Servator.
17. **POLICE ACCOMMODATION UPDATE**
The Committee received a verbal update from the Commissioner that provided Members with an update on the progress of the Police Accommodation Strategy.
18. **APCC UPDATE**
This item was postponed to the following meeting, on 24 May 2018.
19. **COMMISSIONER'S UPDATES**
The Committee heard a verbal update from the Commissioner, informing them of any significant activity relating to the City of London Police since the previous meeting.
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There was one question from a Member relating to the Lord Mayor's Show 2018.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
The Chairman noted one item of non-public business

The meeting closed at 12.38 pm

Chairman

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POLICE PENSIONS BOARD

Tuesday, 9 January 2018

Minutes of the meeting of the Police Pensions Board held at the Guildhall EC2 at 11.00 am

Present

Members:

Alderman Ian Luder (Chairman)
Kieron Sharp

John Todd (Deputy Chairman)

Officers:

George Fraser	-	Town Clerk's Department
Jeff Henegan	-	Chamberlain's Department
Kate Limna	-	Chamberlain's Department
Richard Jeffrey	-	Comptroller and City Solicitor's Department

1. APOLOGIES FOR ABSENCE

Apologies were received from Alexander Barr, Helen Isaac and Davina Plummer.

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

There were no declarations.

3. PUBLIC MINUTES

The Board considered the minutes from the last meeting, held on 2 October 2017.

The Chamberlain noted an error under item *3b – Outstanding References* in which Issuing of “Pensions Savings Statements” should be replaced with “Annual Benefits Statements”.

RESOLVED – That the minutes be approved.

4. OUTSTANDING REFERENCES

The Board considered a report of the Town Clerk that summarised the outstanding actions from previous meetings.

OR2 – Cost of Living Index

The Board noted a Member’s comments regarding the wording used by the Pensions Regulator in reference to those retired as a result of ill-health. The Member had stated their belief that the wording of the scheme correspondence should be amended to maintain consistency with that of the pensions regulator. Members agreed with this conclusion

The Chairman queried the other element of the outstanding action, in which clarification was sought over which “cost-of-living” index was referenced. Members and the Chamberlain agreed that it would be sensible to explicitly state within correspondence which “cost of living” index was being used, presently the Consumer Price Index (CPI), to remain in alignment with government methodology. The Chairman requested that this action be closed.

OR4 – Data Protection Training

The Chairman queried whether external members, co-optees and employer representatives could be invited to the Data Protection Training that was to be given to Common Council Members. The Town Clerk and Comptroller & City Solicitor agreed to confirm this for all Board Members of the Local Government Pensions Board and the Police Pensions Board. (1)

OR5 – Two Members “Immediate Training Needs” within Training Plan

The Chairman queried which Members were required to follow up with the trainer. The Chamberlain agreed to confirm this with the trainer. (2)

OR7 – Next Meeting Dates

The Chairman queried whether or not all Members had confirmed availability for the dates confirmed. The Town Clerk confirmed that there were two Members that did not provide responses, and that the dates selected were based on the availability of the responding four Members. The Chairman asked the Town Clerk to confirm these with the remaining two Members. (3)

RESOLVED – That the report be received.

5. **POLICE PENSIONS BOARD WORK PLAN**

The Board received a report of the Town Clerk that outlined the work of the Board over the coming year.

RESOLVED – That the report be received.

6. **POLICE PENSION SCHEME UPDATE**

The Board received a report of the Chamberlain that provided Members with a general update on the work of the Pension Scheme.

a) **Annual Schedule of Events**

The Chairman noted that employees receiving incremental increases in salaried pay may move into a different contribution band, in which case this require review. The Chamberlain confirmed that this was the case.

b) **Risk Register**

In reference to item 6 within the table, Protected Pension Age (PPA), the Chairman asked for confirmation from the City of London Police that they were fully aware of this risk. Members requested that the length of the break required, and their methodology in mitigating this risk be made known to the

Board. The Chamberlain confirmed that they would seek this information from the City of London Police HR department. (4)

c) **Revised Deferred Benefits Covering Letter**

The Board received an example of a revised version of the Police Pension Scheme Deferred Benefits letter to scheme members.

RESOLVED – That the report be received.

7. **BREACH OF THE LAW - LATE ISSUING OF 2017 ANNUAL BENEFIT STATEMENTS**

The Board received a report of the Chamberlain that sought Members' approval for the reporting of late Annual Benefits Statements for 2017 to the Pensions Regulator as a breach of the law.

The Chairman noted that there was no current breach policy in place. He suggested that perhaps a deadline such as 30 days from the date of the breach should be in place for reporting. He explained that the Board Members should be notified outside of meetings, except in the event that a meeting of the board was scheduled within the 30-day period.

The Comptroller & City Solicitor explained that the current policy draft was not yet satisfactory, but that a final draft would be completed by the end of February for submission to the next Local Government Pensions Scheme Board meeting, and circulation to Police Pensions Board Members. (5)

The Comptroller & City Solicitor explained that a 30-day period may be too long, and the Chairman agreed that the period could be as short as was deemed necessary. The Chairman also noted that the breach referenced within this report was, although regrettable, not a major offence. He explained that it was necessary to report all breaches deemed to be RED and AMBER, and to record all those deemed to be GREEN.

The Chairman queried if the Annual Benefit Statements for 2018 would be issued on time. The Chamberlain is not aware of any upcoming changes to the regulations that would hinder this. The Chamberlain explained production of the Annual Benefit Statements was also dependent on receiving timely payroll data. An update on the progress on issuing 2018 Annual Benefit Statements will be given at the next board meeting by the Chamberlain.

The Chairman explained that the governance responsibility of the Board was to scrutinise and improve following any breaches that do occur.

The Chairman requested that the final policy draft be submitted to the next meeting of the Police Pensions Board. The Chamberlain explained that the intention was to submit the final draft to the next meeting of the Local Government Pensions Board on 28 February 2018, and for Members of the Police Pensions Board to agree to delegate authority to the Town Clerk, in

consultation with the Chairman and Deputy Chairman, to give approval on behalf of the Police Pensions Board. Members agreed with this approach. The Chairman requested that Members be given two weeks from the date of the final draft circulation to provide comment before authority is delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve it. (5)

RESOLVED – That the recommendation to report the breach of the law due to the late issuing of the 2017 Annual Benefit Statement be approved.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There was no further business.

10. **NON-PUBLIC MINUTES**

The Board considered the non-public minutes from the last meeting, held on 2 October 2017.

RESOLVED – That the minutes be approved.

11. **POLICE PENSION SCHEME TRAINING PLAN**

The Board received a report of the Chamberlain that outlined the plan of required training for the Police Pensions Scheme.

RESOLVED – That the report be received.

12. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There was one other item of business discussed whilst the public were excluded.

The meeting closed at 11:46am

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

Thursday, 26 April 2018

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 10.30 am

Present

Members:

Deputy James Thomson (Chairman)	Kenneth Ludlam (Audit & Risk)(External)
Deputy Keith Bottomley	Caroline Mawhood (Audit & Risk)(External)
Tijs Broeke	Lucy Sandford (External)
Andrew Lentin (External)	

Officers:

George Fraser	- Town Clerk's Department
Alex Orme	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Pat Stothard	- Head of Internal Audit and Risk Management
Alistair Sutherland	- Assistant Commissioner, CoLP
Glenn Maleary	- T/Chief Supt Economic Crime, CoLP
Stuart Phoenix	- Head of Strategic Development, CoLP
Hayley Williams	- CoLP
Paul Adams	- CoLP

1. APOLOGIES

Apologies were received from Deputy Doug Barrow.

The Chairman noted that this would be Lucy Sandford's final meeting of the Performance and Resource Management Sub-Committee and thanked her for her valuable contribution.

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

There were no declarations.

3. MINUTES

The Sub-Committee considered the minutes of the last meeting, held on 1 February 2018.

The Chairman noted that, under *Item 12 – Deep Dive: CR23 Police Funding Risk*, the “Business Rate Premium” should be referred to rather than the “Premium Rates”.

The Chairman noted that, under *Item 7 – Projects and Programmes Presentation*, the Assistant Commissioner had explained that Police telephony

had suffered from significant issues. He asked for an update on their status and the Assistant Commissioner confirmed that this had been actioned and the issues were expected to be resolved by September of this year. (1)

RESOLVED – That the minutes be approved.

4. **OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk that summarised the actions from the last meeting, held on 1 February 2018.

Reporting Schedule

The Chairman noted that the proposed meeting schedule had been circulated some time ago but was awaiting confirmation from the Chamberlain's department before meeting dates could be confirmed. The Chamberlain explained that they would confirm these in the next few days. (2)

Public Order Open Day

The Chairman asked what the Member uptake on the event on 20 June was. The Town Clerk agreed to confirm and feed back on this. (3)

Programme Management Capability

The Chamberlain explained that the Project Management Office within the Town Clerk's Department were undertaking work to improve the project management across the whole organisation. She explained that they would employ tools to ensure that project processes could be monitored and understood by those who were not finance experts.

A Member noted that meetings of the Police Accommodation Programme did not appear to have financial oversight and asked if this was now going to happen. It was noted that the Chamberlain was now personally sitting on the project board, providing oversight especially for any major projects such as this.

A Member asked if this would apply to the IT Transformation Programme. The Chamberlain explained that the priority would be to focus on the most major projects, with the engagement of a project/programme accountant on relevant projects though if it was felt that there was a shortfall in financial expertise on a project then they would be obliged to act. The Member noted that the Police IT Transformation would be a significant programme and asked if this would be allocated a specific resource. The Chairman agreed, referencing a previous report to this sub-committee that quoted a projected cost of £10-20m. The Chamberlain confirmed that a project of this size would certainly be subject to additional financial oversight. The Assistant Commissioner confirmed that a road map would be set out for this programme.

A Member noted that there needed to be a careful balance when financially overseeing a project to allow the project manager to retain control of the process. The Chamberlain agreed.

Stop and Search

The Chairman explained that there were still some areas of real concern marked as “RED”, and therefore this action should not yet be marked as complete. (4)

IT Transformation Report

It was confirmed that this was planned to be submitted to the May meeting of the Police Committee.

RESOLVED – That the report be received.

5. INTERNAL AUDIT UPDATE

The Sub-Committee received a report of the Chamberlain that provided Members with an update on the work of Internal Audit undertaken for the City of London Police since the last report in February 2018.

The Chamberlain explained that they were currently finalising the audit, with the Audit Plan being reviewed by the Commissioner and Assistant Commissioner. He confirmed that he would feed back on progress in due course.

The Chairman noted that it was disappointing that a number of recommendations had still not been implemented and their target completion dates had been revised from March to September. He asked that increased efforts be made to action these as soon as possible. The Assistant Commissioner explained that a number of the outstanding recommendations were minimal, could be completed relatively easily and offered to provide further details of these if required outside the meeting. A Member stated that they were glad of this.

A Member asked for an explanation of the Leavers’ Salary Overpayments recommendation highlighted within the report appendix 2. The Assistant Commissioner explained that there had been a clerical error in which an email was missed, leading to accidental overpayments. The Member noted that there were two instances of this and noted that this was very concerning. The Chamberlain explained that they were now confident that the issue leading to the error in both cases had now been resolved.

A Member noted the number of recommendations relating to Police-seized goods. The Chairman requested that the CoLP provide a brief update note on this to Members prior to the next meeting. (5)

The Chairman noted that Programme Management benefits realisation tracking was marked as a RED risk and asked for confirmation of when this would commence. The Assistant Commissioner explained that work with consultants had been undertaken, with the system now ready to be briefed to the relevant staff. He explained that it was just a case of implementing the procedures that were now in place. He asked if a separate report on benefits realisation and tracking from the Force Change Portfolio board should be submitted to this sub-committee and the Chairman suggested that it simply be included as part of existing reports around the Demand and Value for Money/Transform Programme.

A Member asked the Head of Internal Audit and Risk Management what their perception of the current status of the CoLP's audits were. The Chairman noted that this would feed into discussion under *Item 12 – Demand and Value for Money Review/Transform Programme Update*. The Chamberlain explained that there were a number of areas that remained RED risks, but the majority of work was around AMBER risks for which they were working closely with CoLP to resolve. A second Member asked for a comparison with the status this time last year and the Head of Internal Audit and Risk Management explained that there had been a slight shift towards RED risks. The Member asked if this would influence audit focus for next year and the Head of Internal Audit and Risk Management confirmed that it would.

The Chairman asked for an explanation of the fieldwork for the corporate wide audit as referenced in paragraph 5 of the covering report. The Head of Internal Audit and Risk Management explained that this fieldwork was complete, and a draft audit report would be submitted to the next meeting. (6)

RESOLVED – That the report be received.

6. **Q4 PERFORMANCE VS MEASURES**

The Sub-Committee received a report of the Chamberlain that provided Members with an update on the work of Internal Audit undertaken for the City of London Police since the last report in February 2018.

The Chamberlain explained that they were currently finalising the audit, with the Audit Plan being reviewed by the Commissioner and Assistant Commissioner. He confirmed that he would feed back on progress in due course.

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The Chairman asked for an explanation of the fieldwork for the corporate wide audit as referenced in paragraph 5 of the covering report. The Head of Internal Audit and Risk Management explained that this fieldwork was complete, and a draft audit report would be submitted to the next meeting. (6)

RESOLVED – That the report be received.

7. **HMICFRS INSPECTION UPDATE**

The Sub-Committee received a report of the Commissioner of Police that provided Members with an overview of activity undertaken in response to reports published by HMICFRS.

The Chairman noted that the recent inspection report had rated all items as good, as well as CoLP's response to the London Bridge terror attacks.

The Assistant Commissioner emphasised that it was very important to recognise the challenge that CoLP had faced over the last year so they were very pleased with the outcome of this inspection. He noted that only two Police Forces in the country were rated as "outstanding", and only Durham Police Force in all areas.

The Head of Strategic Development explained that the new form of Integrated PEEL Assessments will commence in September, with a focus on organised crime.

The Chairman illustrated his approval of the positive results and the ambition to strive for "outstanding".

The Chairman requested to be given sight of a current draft of the workforce plan as referenced within the report, due for publication in September 2018. (15).

A Member asked if we were working towards a 5-year workforce plan and the Assistant Commissioner confirmed that they were working with a rolling plan as a live document, subject to significant changes over the next 6 months. He confirmed that the plan would be submitted to this sub-committee. The Chairman reiterated that he wanted to be given sight of a draft before it is submitted to the November meeting.

The Chairman noted that the recommendation around disclosure issues was rated as a RED risk, not GREEN as had been promised at the previous meeting. The Head of Strategic Development explained that it should be marked as GREEN. The Chairman asked for the action taken to implement this recommendation to be confirmed. (16)

The Chairman queried the RED risks around Stop and Search. The Assistant Commissioner explained that there had been an issue with Q4 data extraction which has now been resolved. He also noted that there had been an issue raised around stop and search training provision, since addressed by a schedule of training. He explained that this area should now be ready to move to GREEN. The Chairman requested that stop and search statistics and the training plan be submitted to the next meeting. (17)

A Member noted that some areas marked for improvement were concerning, such as public protection and community engagement. The Head of Strategic Development noted that the HMICFRS's commentary on their causes for concern referenced the national perspective. It was also noted that these were 'AMBER' which meant they are in progress and still within the timescale to be delivered set by the Force or HMICFRS as per the AMBER definition.

RESOLVED – That the report be received.

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

There were no questions

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no further business.

10. EXCLUSION OF THE PUBLIC

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

11. **NON-PUBLIC MINUTES**

The Sub-Committee considered the non-public minutes of the last meeting, held on 1 February 2018.

RESOLVED – That the minutes be approved.

12. **DEMAND AND VALUE FOR MONEY REVIEW/TRANSFORM PROGRAMME - PROGRESS UPDATE**

The Sub-Committee received a report of the Commissioner of Police that updated Members on the progress relating to the Demand and Value for Money Review.

RESOLVED – That the report be received.

13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no non-public questions.

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

There was one urgent non-public item of business.

The meeting closed at 12.55 pm

Chairman

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ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE

Friday, 27 April 2018

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

Present

Members:

Simon Duckworth (Chairman)
Nicholas Bensted-Smith
Deputy Keith Bottomley

Deputy Robert Merrett
Deputy Henry Pollard
Deputy James Thomson (Ex-Officio)

Officers:

George Fraser - Town Clerk's Department
Alex Orme - Town Clerk's Department
Glenn Maleary - Detective Chief Superintendent, CoLP
Neil Taylor - CoLP

1. APOLOGIES

Apologies were received from Deputy Doug Barrow.

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

There were no declarations.

3. MINUTES

The Board considered the minutes from the last meeting, held on 2 February 2018.

RESOLVED – That the minutes be approved.

MATTERS ARISING

The Chairman noted that Dave Clark was no longer T/Commander of Economic Crime, and that Pete O'Doherty was currently in his place, pending recruitment of the permanent position in the coming months.

4. OUTSTANDING REFERENCES

The Board received a report of the Town Clerk that summarised the outstanding actions from previous meetings.

The Chairman noted that there were 3 Outstanding Actions from previous meetings.

OR2 – Cyber Training for Members

The Commissioner explained that a draft proposal for a 2-hour cyber training session for up to 40 members had been drawn up and was tabled at the

meeting. It was agreed that CoLP would feed back with some proposed dates, and a schedule that could be run for Members of the Police Committee. (1)

The Commissioner noted that the risk in this area to the public sector was high, and that there would be good opportunities for monetisation.

OR3 – Facilitation Reporting

The Commissioner explained that facilitation of crime training was tasked out to external agencies at a national level. He confirmed that he would follow up to gain feed back on this for the next meeting. (2)

OR4 – 16 Non-Judicial Outcomes

The Commissioner agreed that he would circulate the list of 16 Non-Judicial Outcomes to Members. The chairman requested that figures of who falls into each category be included. The Commissioner suggested that they could include details of these categories going forward and Members agreed that this would be useful.

5. NATIONAL LEAD FORCE: 2017/18 PERFORMANCE REPORT

The Board received a report of the Commissioner that outlined the quantitative and qualitative data performance of City of London Police as the National Lead Force for Fraud for the period April 2017 – March 2018.

The Commissioner explained that there had been a significant increase in the number of reports received by ECD which was not matched by their resource. This meant that there was a significant challenge, and fewer disseminations as a result. This figure is, however, linked to capacity limitations on a national scale. The Commissioner explained that CoLP's MORILE (Management of Risk in Law Enforcement on a National Scale) was employed in this regard to prioritise with a sight to maximum reduction of harm.

The Commissioner explained that the implementation of new systems had taken some staff resources from the frontline but this would now be expected to level out.

The Chairman emphasised the importance of including all headlines, positive or negative, in the summary section of the report. This would ensure that there is no misconception that report authors are attempting to hide any negative results.

The Chairman noted that it was clear ECD would be working with limited resources and asked if there was any plan to address these needs. The Commissioner confirmed that there was a plan to focus developments on NCAA. He also explained that there was an impetus to improve service to victims through strategic changes. Operationally, the new Action Fraud systems would provide significant benefits and reduce the duplication of work, and once the intensive testing phase is completed, pressures on staffing would be reduced somewhat.

The Commissioner noted that THRIVE, a demand management tool that prioritised risk areas would enable CoLP to address issues more effectively.

A Member asked if CoLP distinguished between low volume Fraud reports by individuals, and high-volume reports by businesses. The Commissioner explained that attacks on businesses were becoming an increasingly significant threat.

The Commissioner explained that CoLP were working on a new “Omnichannel” reporting strategy, and the new system would raise the current limits on reporting upload capacity. He warned that this would need to be effectively managed in order to remain compliant, and thus would require thorough testing.

A Member asked what percentage of high-risk reports CoLP were not able to address. He noted that it was an issue if they could not feasibly handle 100%. The Commissioner explained that they were confident in their ability to handle 100% of high-risk reports, though they were not content with their timeliness as requests for banking information cause additional delays that mean it is sometimes not possible to make their 28-day targets.

A Member asked how the savings as a result of website disruptions were calculated. The commissioner explained that the quoted savings figure was based on the disruption of 22,000 websites with a measure of turnover per webpage, relying on an algorithm conceived by economists that was widely trusted within the banking industry. The Commissioner conceded that it was not an exact science, but nevertheless remained a reasonable measure. The Commissioner explained that ECD’s ambition for global influence meant that areas such as this were perceived as potentially lucrative revenue streams. The Chairman approved of this approach, noting that the City of London was an international hub.

A Member asked if the new system upgrade was going to be launched imminently, citing previous claims that it would be live by the end of April. The Commissioner explained that contractual issues faced have led to delays and could be discussed during Item 11 on the non-public agenda.

The Chairman warned that the graph of total outcomes recorded, as it was based on a rolling quarterly basis, would lose the positive benefits of the spike in outcomes in Q1 2017 as the next reporting period commenced. He asked for assurance the CoLP were prepared for this shift, and if there was an explanation for the spike. The Commissioner explained that May/June 2017 was a period where a volume of outstanding cases were cleared, thus resulting in a spike. He noted that increased efforts had been made to encourage other forces to report more regularly to avoid spikes such as this going forward.

The Chairman queried the current status of ECD in relation to the “Protect” area. The Commissioner explained that the reduction in victim satisfaction levels was accountable to the significantly increased survey sample size, and the CoLP were confident that these figures were more representative. The Chairman noted that the figures were still very good. The Commissioner

explained that negative responses would always arise from delays, often caused by a reporting lag around weekends that could now be resolved.

A Member noted that the category “Actionable” was very important as if only half of the responses are deemed as actionable, then the figures for each category lose their validity.

The Chairman noted that there was now an amazing reach through the use of social media and technology. The Commissioner explained that CoLP were very effective in promoting campaigns e.g. Holiday Fraud, and ECD’s staff were very flexible and determined in taking advantage of opportunities that arise.

The Commissioner noted that their campaign #PhishyFridays was very important to ECD and requested that Members do what they can to support it. The campaign aims to raise awareness of the dangers of phishing scams. (3)

The Commissioner explained to Members the work that had been undertaken around the “Prepare” area. He noted that success of the ECA’s bespoke financial investigation training course delivered in Kenya, suggesting it could be feasibly applied in other locations.

The Chairman noted that it was useful to have a representative of Action Fraud present as part of the team conducting the Fraud inspection for HMICFRS.

The Commissioner provided Members with an update on the Victim Service area. He noted that of the 0.03% of reports that amounted to complaints, the main cause of complaints remained due to a lack of investigation, and as such, an undesirable outcome. The Chairman noted that a fundamental issue with Fraud was that perpetrators were not accessible in many cases; He asked if CoLP had improved its ability to explain the realities to victims in a way that would be more acceptable. The Commissioner explained that the standard “4 Ps” had been adapted to add consideration for “V”, referring to victim care. He explained that CoLPs victim strategy was centred around a new Fraud Hub which was still in the pilot phase. He assured Members that there was no complacency around treatment of victims.

A member asked for the latest update on the Economic Crime Victim Care Unit (ECVCU). The Commissioner explained that outstanding work had been achieved, with almost 2,000 victims contacted since January 2018 with the “Tier 1” level of service. The Commissioner explained that there was a clear steering group around ECVCU. He explained that there was a funding lag challenge to overcome, but the board was reporting back delivery locally around the country. He agreed to report back to Members from the steering group. (4)

The Chairman noted that the shortfalls highlighted within resourcing were undeniable and asked how long the recruitment process to fill the gap would take. The Commissioner explained that a risk matrix was employed, and there was a desire to avoid constantly shifting resources in order to fill gaps. He explained that there were currently transferees waiting on vetting and health

checks which cause some lag in filling vacancies. He explained that CoLP now employed an induction programme that could be commenced prior to the completion of necessary checks that would reduce recruitment delays where possible.

RESOLVED – That the report be received.

6. **RESOLUTION - CRYPTOCURRENCIES**

The Board received a resolution from the Port Health and Environmental Services Committee that asked Members to note the recommendation that the City of London Police address the issue of fraudulent cryptocurrencies on its website.

The Chairman illustrated his approval that there was clearly an awareness of these issues and that Members were able to utilise the proper channels to raise the issue.

RESOLVED – That Members agree the fraudulent cryptocurrencies issue should be addressed by the city of London Police website.

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

There was no further business.

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

There were no questions.

9. **EXCLUSION OF THE PUBLIC**

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

10. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes from the last meeting, held on 15 December 2017.

RESOLVED – That the minutes be approved.

11. **RESTRICTED ACTIVITY UPDATE**

The Board received a report of the Commissioner that summarised the notable activity not for publication affecting the City of London Police in its capacity as National Lead Force.

RESOLVED – That the report be received.

12. **ECONOMIC CRIME ACADEMY UPDATE**

The Board received a report of the Commissioner that provided Members with an update on activity involving the Economic Crime Academy.

RESOLVED – That the report be received.

13. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There was one non-public question.

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

The Chairman explained that he would not be putting his name forward as Chairman of the sub-committee for the ensuing year, and as such this would be his final meeting as Chairman. He stated that it was a pleasure to chair the ECB for 6 years and thanked everyone for their valuable contributions during that time. Members thanked the Chairman for his leadership in this area over the last 6 years.

The meeting closed at 12.37 pm

Chairman

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POLICE COMMITTEE
24 May 2018
OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	<p>12-04-18 Item 4 – <i>Outstanding References</i></p> <p>01-03-18 Item 4 – <i>Outstanding References</i></p> <p>25-01-18 Item 4 – <i>Outstanding References</i></p> <p>15-12-17 Item 6 – <i>Medium Term Financial Plan (MTFP)</i></p> <p>02-11-17 Item 7 – <i>Capital and Revenue Budget Monitoring Report to September 2017</i></p> <p>MTFP Report</p>	<p>The Commissioner explained that the Mid-Term Financial Plan (MTFP) Report would be submitted to the next meeting of the Police Committee, on 15 December</p> <p>15-12-17: The Chamberlain explained that the report had come in draft form for information rather than decision for two reasons: Firstly, the police grant settlement for 2018/19 was due to be announced on 19 December. Secondly, further discussion was needed between CoLP and Chamberlain’s on a number of efficiencies and staffing assumptions.</p> <p>25-01-18: The Chairman asked why the Medium Term Financial Plan had not been submitted to the January meeting as promised. The Chamberlain explained that the MTFP was usually submitted to the Police Committee in draft form, and that this fed into the Revenue and Capital Budgets report at the beginning of the new year, as reflected at item 5 on the agenda.</p> <p>01-03-18: The Chairman requested that the MTFP Report be submitted to the next meeting of the Performance and Resource Management Sub-Committee on 26 April 2018, and then the following Police Committee on 24 May 2018.</p> <p>Update 12-04-18: The Commissioner explained that due to staffing shortages, although the MTFP report would be submitted to the May meeting of the Police Committee, it would not be completed in time for submission to the Performance and Resource Management Sub-Committee on 26 April.</p>	CoLP/ Chamberlain	REPORT ON AGENDA

No.	Meeting Date & Reference	Action	Owner	Status
2.	<p>01-03-18 Item 4 – <i>Outstanding References</i></p> <p>25-01-18 Item 5 – <i>Revenue and Capital Budgets 2018-19</i></p> <p>Premium Increase</p>	<p>Resolution to Policy & Resources and Finance Committees proposing a rise in the Business Rates Premium in 2019-20, supported by evidence from the STRA Process provided by the Commissioner.</p> <p>Update 08-03-18: This was submitted to the Policy & Resources agenda for the 15 March meeting. In light of the resolution received, the Chairman of the Policy & Resources and Finance Committees agreed that, whilst taking on board Members' requests, it would be preferable to take these into consideration as elements amongst wider considerations to be addressed by alternative means. The issue was raised at the Court of Common Council on 8 March 2018, where the Chairman of Finance confirmed that it would be given due consideration.</p> <p>Update 19-04-18: The Committee agreed to send a note to the Policy and Resources Committee highlighting the following:</p> <ul style="list-style-type: none"> i. The consideration of Business Rates is one of Corporate policy. ii. That, regardless of any efficiencies achieved, net police costs are set to increase year-on-year for at least the next three years. iii. The national mood is receptive to increased Police spending and this is illustrated by little resistance to increases elsewhere in the country. <p>This was submitted to the 3 May Committee meeting agenda.</p>	Town Clerk/ CoLP	COMPLETE

No.	Meeting Date & Reference	Action	Owner	Status
3.	<p data-bbox="275 292 577 403">12-04-18 Item 4 – Outstanding References</p> <p data-bbox="275 1074 510 1106">Police Budgets</p>	<p data-bbox="707 292 1552 515">The Commissioner explained that the CoLP would welcome increased transparency on their budgets in written form. The Chairman requested that a joint report of the Chamberlain and the Commissioner be submitted to the Committee that provides a clear and detailed explanation of the allocation and accounting of Police budgets.</p> <p data-bbox="707 531 1552 715">Update 10-05-18- Head of Strategic Development has drafted the infographic and awaits final figures from CoLP finance to add to it. It is on track for inclusion with the Outturn report in July and may be complete in time to be tabled at the Committee meeting in May</p> <p data-bbox="707 730 1552 1289">Update 12-04-18: The Commissioner requested further clarification over what had been expected following the discussion at the last meeting around this action. He explained that it was understood that, rather than a written report as stated within the Town Clerk’s report, an infographic would be produced that provides a breakdown of the Police budgets, with an illustration of which areas were allocated from core funding. The Chamberlain confirmed that this could also be included as an appendix feeding into the narrative of the Revenue and Capital Outturn report to be submitted to the July meeting of Police Committee and Performance and Resource Management Sub-Committee. The Deputy Chairman noted this would prove to be very useful given the short-term nature of funding.</p>	Chamberlain/ CoLP	OUTSTANDING

No.	Meeting Date & Reference	Action	Owner	Status
4.	<p>12-04-18 Item 5 – Cyber Update</p> <p>Cyber Griffin Plan</p>	<p>A Member requested that the Committee have visibility of the Cyber Griffin plan at its initial stage.</p> <p>Update 10-05-18- A soft launch took place on the 1 May 2018 and services available can be viewed at: https://www.cityoflondon.police.uk/advice-and-support/cybercrime/Pages/Cyber-Griffin.aspx Where Members can sign up for a briefing if they wish.</p> <p>The Funding proposal plan is still yet to be submitted to Policy and Resources Committee and is due to the June meeting.</p>	CoLP	COMPLETE
5.	<p>12-04-18 Item 6 – Quarterly Community Engagement Update</p> <p>Community Engagement Outcomes</p>	<p>The Chairman agreed that, whilst the report was good, there needed to be more evidence of the effectiveness of engagement activities presented within it. The T/Commander of Operations and Security confirmed that they would include more information on outcomes in the next quarterly update in July, feeding back with figures to Members in the meantime on the issue of CPNs and their effectiveness as a tool.</p> <p>Update 10-05-18- A note addressing the latter part of this OR regarding CPNs was sent to the Town Clerk for circulation to Members on 9 May. The part regarding more information on outcomes will be reported in the July quarterly community engagement update.</p>	CoLP	REPORT DUE JULY 2018

No.	Meeting Date & Reference	Action	Owner	Status
6.	<p data-bbox="275 300 546 363">12-04-18 Item 8 – Questions</p> <p data-bbox="275 408 651 472">London Criminal Justice Devolution Agreement</p>	<p data-bbox="712 300 1547 440">The Commander agreed to send a briefing note to Members to update them once she had ascertained CoLP's current position with regards to the London Criminal Justice Devolution Agreement.</p> <p data-bbox="712 459 1547 568">Update 10-05-18-- A note was circulated to Members on 24 April 2018 updating them on the CoLPs position with regard to the LCJ devolution agreement.</p>	CoLP	COMPLETE
7.	<p data-bbox="275 608 546 671">12-04-18 Item 8 – Questions</p> <p data-bbox="275 1046 501 1078">ATTRO Report</p>	<p data-bbox="712 608 1547 1078">A Member noted that a full report on the implementation of ATTRO had been promised, but still had not been received. The Commissioner apologised for the delayed response, explaining that it had been actioned but not yet concluded. He confirmed that he would liaise with the Department of Built Environment Director to ensure a report on this would be submitted to the next meeting. The Chairman confirmed that this was disappointing that this had not been addressed, and that the Department for the Built Environment were unable to send a representative to respond to Member queries. He noted that this report should be a collaboration between the Department of the Built Environment and the Police.</p> <p data-bbox="712 1098 1547 1206">Update-10-05-18- Subject to an update by DBE who was ascertaining position with regard to governance by P&R Committee.</p>	DBE/ CoLP	OUTSTANDING

No.	Meeting Date & Reference	Action	Owner	Status
8.	<p>02-11-17 (8) Item 6 – <i>CoLP IT Strategy</i></p> <p>IT Strategy Feedback</p>	<p>A Member questioned the lack of reassurance that nothing would be implemented that was incompatible with technology used by other forces. The Commissioner explained that the CoLP were monitoring every opportunity in policing and are fully engaged with other forces on new developments – clarification of this had simply been omitted from the report.</p> <p>The Assistant Commissioner explained that the Force Information Security Policy, although compiled in August 2014, was still current as of this meeting. He explained that the Director of IT sits on the Force Strategic Digital Board which allows CoLC/CoLP to maintain insight in this regard. He explained that the CoLP is thus able to join up with national forces with regards to interoperability of systems where possible as part of the national police IT landscape.</p> <p>The Chairman stated that these facts need to be clarified within the next iteration of the IT strategy which would be reviewed in six months.</p>	CoLP/ Chamberlain	REPORT ON AGENDA
9.	<p>18-05-17 (1)</p> <p>Barbican CCTV</p>	<p>CCTV upgrade</p> <p>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.</p>	CoLP/ Safer City Partnership	REPORT ON AGENDA

Committee(s): Police – For Decision	Date(s): 24 th May 2018
Subject: City of London Police Annual Report 2017-18	Public
Report of: Commissioner of Police Pol 48-18	For Decision

Summary

The draft Annual Report 2017-18, representing the achievements of the City of London Police for the past financial year, is submitted to the Committee for approval. The report contains information on crime, financial and staff statistics, as well as a summary of performance and highlights within the year.

It is requested that any comments on and/or changes to the report be sent via the Town Clerk's Department to the Force's Communications Director by Monday 4 June 2018.

RECOMMENDATIONS

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

Main Report

Background

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

Current Position

2. The style and content of the annual report was reviewed in 2017, driven by a number of factors, the most significant of these was cost.
3. In 2017 the 2016/2017 report was made available as an online edition only. This year, again the report has been designed to be available purely online, and can be accessed via [this link](#) (password is CoLP2547AD!). When it is formally published the microsite will be linked to the City Police website.

4. Attached is a hard copy version of the web content that can be represented in text. Committee members are urged to review the annual report online to see accompanying images and video.
5. The online edition has been constructed in such a way as to be accessible via both desktop and mobile devices. The formatting of the hardcopy, however, is therefore not what is usually found in a traditional annual report.
6. The decision to produce a purely online edition of the report was reached due to a diminishing demand for a printed copy of the report, while readership of the online edition has grown. In 2016, the number of printed copies of the annual report was significantly reduced, going from the 500 copies in 2015 to 180. Of these 180, 120 were provided to the Corporation of London, and CoLP Communications department retained 60, most of which we still had a year later.
7. The 2015/2016 edition of annual report received close to 500 online visits from July 2016 to March 2017, while the 2016/2017 online edition has received close to 1000 individual visits.
8. This year's report has been produced in-house, at a minimal one-off cost.
9. It is notable that most police forces do not publish an annual report in this format anymore, although PCCs are obliged to produce such a document.
10. As you will see, this report is in-keeping with the approach adopted last year and is significantly shorter than previous years. Much of the detailed review of the force's activity has been removed and the report instead takes more of a high-level overview of what was achieved against the previous year's priorities. In doing so, it is hoped the report replicates how the force is dedicating resource, including that within the Corporate Communications team, towards the force priorities. This slimmed down and high-level approach is also in keeping with the HMIC request that our communications illustrate 'you said – we did'.
11. As with previous years, the finance data is sample only as the audited accounts are not yet ready for publication. They will be included in the edition presented to Court of Common Council in July.

Conclusion

12. The Annual Report is a corporate document which provides a high-level record of the Force's achievements in the preceding year.

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City of London Police
Annual Report
2017/2018

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Chairman's foreword

In my second year as Chairman we have seen significant changes to the policing landscape both national and locally. Together with the Police, we faced a number of challenges and have worked diligently to overcome them. I am delighted to see that the City of London Police has continued to ensure that the City remains safe and secure, as demonstrated by the performance figures for the past year.

The Force has the full support of the Committee as they undertake a major review of the way policing is delivered in the City. This radical programme to fundamentally transform our police service will be delivered within our current budgetary & financial constraints. However, be assured that during this significant time of change, the Force will continue to deliver a visible and effective police service in the City.

I am a strong advocate of innovation and creative ways of working. One of the areas of innovation I am most proud of is Project Servator – which deploys officers to detect and disrupt potential terrorist activity and to prevent and combat crime. It also provides an opportunity to educate the public and provide a reassuring, visible presence on the streets. And it delivers excellent results – with a stop and search success rate of approximately 70%. This approach is now being introduced in other areas of the country. In addition to this, to further enhance our efforts to counter the terrorist threat, I have successfully secured funding for additional armed police to ensure we can respond effectively to any threat within the City.

The City of London Police continues to play its part on the national stage working in partnership with National Crime Agency and other major partners in the development of the National Economic Crime Centre. We are working hard to build upon all the existing relationships to ensure that the expertise and hard-earned reputation of the City Force is maximised within the new structures. The Force's involvement with a variety of national bodies and the contribution it makes to the wider world of policing reflects the Force's status and reputation it holds nationally and internationally.

Closer to home, one of the year's successes has been the way in which the Force, in close partnership with the City Corporation & our City partners, has worked to tackle violent crime & ASB in the City. Licensees continue to work with the Force to ensure that their premises are well-managed and that the City remains a safe, vibrant and attractive place to live, work and visit. The Force is well supported by our Safer City Partnership – a forum where our local partners come together to ensure the safety and security of all those in our community. The Partnership is an important embodiment of the spirit and community in the square mile.

Mention must also be made of the shocking events that unfolded on 3rd June within the City boundaries on London Bridge as the City of London Police responded instantly, side-by-side with their emergency services colleagues. The high degree of interoperability between City of London Police, the British Transport Police and the Metropolitan Police Service in the initial response shows the real value of the extensive training that these frontline officers undergo. I am tremendously proud of the part the City of London Police played protecting London on that day and I was honoured to attend the special Commendation Ceremony held for those that played a key role in that response.

I would also like to praise the work of our Cadets & our Special Constabulary – who are deployed right across the Force most notably in the Economic Crime Directorate where they help in preventing and tackling fraud. One notable initiative is the establishment of the 'Cy-Fi Juniors', a mini police programme intended to create prevention ambassadors by educating young people (age 8-11) on the risks associated with cyber and financial crime. This is being piloted in London and will be rolled out nationally. In addition, I welcome the creation of the City of London Police Reserve. This is a strategy for all volunteering in the force, encompassing the Special Constabulary, Cadets and all other volunteers. It will see the Special Constabulary double in size to just over 100; the Cadets to over 60; and the recruitment of as many volunteers (both individually and in partnerships with appropriate organisations) as the force can constructively use, utilising new roles and powers for volunteers that came into force last year. This integrated approach is being piloted in the City and it is intended that it will become the national template and “gold standard” for the recruitment, retention and deployment of volunteers in policing nationally.

The year ahead presents its own challenges, particularly the uncertainty around funding and we will work to ensure that the commitment already given to the Force continues. The Police Committee will continue to offer its support and assistance to the Commissioner over this period to secure a policing service that meets the requirements and needs of the City Communities.

Finally, I would like to pay tribute to my colleagues on the Police Committee. I wish to thank them for their continued support and the time and dedication that they give to the work of the Committee, the Sub-Committees and the vast number of internal and external forums that we collectively take part in.

Commissioner's Foreword

Welcome to our new, online annual report on the achievements of the City of London Police in 2017/2018.

The year was dominated by terrorist activity in London and Manchester, requiring an intense policing response. City of London Police officers played a role in most of the incidents; standing up our casualty bureau following the attacks in Westminster, Manchester Arena and London Bridge; dispatching firearms officers for two of the London incidents and we were a key player in the resolution of one of the London attacks. Our response placed the force at full stretch, with everyone involved from City Police showing remarkable commitment. We worked seamlessly with the other two London forces, the Met and British Transport Police (BTP), to keep London safe. HMICFRS commented in their effectiveness report of January 2018: 'there can be little doubt that City of London Police's ability to respond to terrorist attacks within minutes and the bravery of the officers involved has saved lives.'

I was very proud of our officers at this time, and in December we held the first tri-force commendation ceremony at the Guildhall, where I was joined by the Commissioner of the Met and BTP's Chief Constable, to recognise the exceptional men and women of London's police forces.

Staff Survey

Last year staff completed the same staff survey as a many other forces across the country. The City of London Police response rate of 57% was particularly gratifying, as was the huge degree of pride our staff have in working for us. Responses to the survey show support for some of the changes we're trying to implement across the force and recognise the impact of the three big shifts that drive our leadership programme. I am committed to developing a full understanding of what our staff think we could do better, and work is underway on this aspect of implementing recommendations from the survey.

National responsibilities

For several years we have been responsible for investigating some of the country's most complex frauds and I am proud of the role we play in the national fraud landscape. Alongside our fraud work, we are increasing our response in the cyber protect sphere and working with the NCA and the National Cyber Security Centre, we played an integral role during the Wanna Cry attack of last May, warning businesses how they could keep themselves safe.

These however are not our only national responsibilities and within the City, we have developed [Project Servator](#), establishing the City as a hostile environment for terrorism and other criminality. In 2017 we secured funding to roll-out Project Servator across the UK, ensuring the standards and impact of Project Servator can be replicated across the country and, possibly, overseas. As 2018 marks the 25th anniversary of the [Bishopsgate bomb](#) which devastated the City and led to the creation of the Ring of Steel, the City of London Police is once again at the forefront of developing tactics that protect people from terrorist threat.

As national lead for economic crime, I gave evidence last October at the Public Accounts committee into their enquiry into online fraud and in January Dave Clark, the lead for economic crime gave evidence before the Home Affairs Select Committee into the future of policing. We are playing our role as a national police force.

Serving London

But we are also a London police force and what this year showed is that we work seamlessly with BTP and the Metropolitan police to protect the capital. Not only in relation to terrorism but also for other crime types. For example, we work with MPS on an operation to tackle moped enabled crime and associated 'phone snatches, as well as violent and gang-related knife crime across London.

It's been a busy year for the force but everyone has responded in a way I'm very proud of to deliver an excellent policing service.

Next year, I look forward to growing the force, in line with our Corporate Plan, an exciting five year plan to demonstrate the very best in policing.

I do hope you enjoy the information within the report.

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NB: the Commissioner's comments are also available as a [video](#) on the [microsite](#)

HIGHLIGHTS

Fake airbags

On 22 February 2018, Robert Czernik was sentenced at Inner London Crown Court to two counts under Section 92 of the Trade Marks Act for selling fake airbags. He received five months in prison for each count to run concurrently, suspended for 12 months. He will also have to carry out 135 hours of unpaid work.

The City of London Police's Intellectual Property Crime Unit (IPPCU) investigated when Honda Motor Europe discovered potentially dangerous counterfeit airbags were being sold online. The report from Honda confirmed that the airbags sold by Czernik had not been produced to any recognised safety standard and might not activate correctly in a collision, therefore potentially causing serious or life threatening injuries. A total of 28 brands were identified by detectives as being affected.

Corrupt Solicitors

On 15 February 2018 three people were sentenced after fraudulent bank cards were used to claim refunds on car insurance policies, totalling over £95,000.

The group of men used compromised bank cards to incept a total of 32 car insurance policies. They would then purchase additional cover using a legitimate bank card, and soon after put in a request for the policy to be cancelled and the full refund made onto the legitimate bankcard. Three of the men were sentenced to time in prison, while the other received a mix of suspended sentences and community orders.

Political engagement

As the National lead for economic crime we were called to give evidence in two select committee hearings. In October 2017, Commissioner Ian Dyson gave evidence before the Public Accounts committee into their enquiry into the growing threat of online fraud, while in January, Dave Clark, our lead officer for economic crime spoke to the Home Affairs select committee as part of their enquiry into Policing for the future.

We work with heroes

On 4 December 2017 the bravery of Londoners was celebrated at a special ceremony held by the capital's three police forces.

This was the first commendation ceremony celebrating the work of the three forces who serve London, with the City of London Police, British Transport Police and the Metropolitan Police Service recognising the efforts of officers, staff and members of the public during the incidents at Westminster, Finsbury Park and London Bridge.

200 people received commendations for their actions during those incidents, presented by the City of London Police Commissioner, the British Transport Police Chief Constable and Metropolitan Police Commissioner at a ceremony held in the City.

Amongst those receiving commendations were officers, colleagues from the emergency services and members of the public who showed immense bravery and made incredible efforts to save lives during the three terrorist attacks.

NB: video from the microsite available [here](#)

Firearms seizure

On August 31 2017, Thomas Redford and Michael Parish were sentenced to a total of ten and a half years in prison after being caught transferring firearms and ammunition within the City of London. Five months earlier, Redford and Parish were in a car driving over London Bridge when they were stopped by police. Officers searched the vehicle and found a total of five handguns and 322 rounds of live ammunition. While Parish was arrested, Redford ran from police and was not located until several days later. At court Redford and Parish both admitted conspiracy to transfer firearms and ammunition, and were sentenced to five and a half, and five years in prison respectively.

Beat the boiler-rooms

Every October since 2013, the City of London Police in partnership with the City of London Corporation's Trading Standards team has run an investment fraud awareness campaign which has helped to highlight the work delivered by the Operation Broadway team. Operation Broadway is an ongoing operation run by the City of London Police, the City of London Corporation's Trading Standards Team, the Metropolitan Police Service, the Financial

Conduct Authority and HMRC. The operation uses numerous tactics to disrupt boiler room operations in both the City and in Canary Wharf.

The Economic Crime Directorate (ECD) decided to conduct a day of action on 17 October 2017 which incorporated the tactics used by Operation Broadway. Several businesses in the City which traded in binary options and Contract For Differences (CDFs) were visited on this day by the ECD teams who gathered intelligence and a better understanding of how businesses were operating. To achieve maximum media coverage, the investment fraud campaign was launched on the same day as the ECD's Operation Mass. All partners who were involved in the day of action were involved in the communications strategy and asked to provide a quote for the press release.

In previous years the campaign has focussed on an older demographic, as these people are most likely to fall victim to investment fraud. Binary options fraud however tends to also have younger victims report and this was emphasised on social media and through paid Facebook advertising to target this younger group.

Ammonia injury conviction

On October 9 2017, a City of London Police investigation led to the imprisonment of Timmy Sullivan, 30, who threw ammonia in the face of two City of London Police officers who had pulled him over for dangerous driving. Sullivan received an extended sentence of 11 years and three months for attempting to cause grievous bodily harm (GBH) with intent. Following the sentence, PC Simon Ashton from the City of London Police, who was on the receiving end of Sullivan's attack, bravely spoke about the night of the incident, his injuries, and the aftermath – including his return to work after just seven days. Reflecting on the altercation in a video released today by the City of London Police, he commented: "I was fighting, at that particular time, I believed, for my life. He managed to get an arm free, at which point I had a liquid thrown in my face."

NB: Simon's account is available as a video on the microsite [here](#)

There's more at stake when it's a fake

On 25 September 2017, the City of London Police launched its PIPCU campaign, 'There's More At Stake When It's a Fake'. The campaign aimed to raise awareness of the risk of ID fraud and the safety implications when buying counterfeit goods online.

It also provided the public with advice on how they can protect themselves against ID fraud and what they can do if they become a victim as well as information on how to avoid buying fakes.

Focus was given to various topics and items on social media during the campaign, including football shirts and handbags. A case study was also used to highlight the dangers of buying counterfeit shoes.

A press release was sent out to national, local and trade media and social media was used throughout the campaign to share messaging. The hashtag #MoreAtStake was created and used on Twitter, as were videos and infographics to support the campaign. Engagement on Twitter was high and a total of 165,000 impressions were made throughout the campaign. There was extensive reporting of the campaign across national, local and trade press and the total reach, based on the figures available, was 70,000,000.

NB: campaign material including a video is available on the [microsite](#)

Horsemeat sentencing

On Monday 31 July 2017 Andronicos Sideras, 55 of Southgate, London was been sentenced to four and a half years for conspiracy to defraud with a ban from being a company director for 10 years after he was convicted of adding horsemeat into beef destined for the human food chain.

The verdict was reached following a three week trial at Inner London Crown Court.

Ulrik Nielsen, 58 of Gentofte, Denmark, was given three and a half years custodial with a ban from being a director for 10 years.

Alex Beech, 44 of Sutton on Hull, Humberside was given an 18 month sentence, suspended for 12 months, with a ban from being a director for five years and 120 hours community service.

In 2013 the Food Standards Agency (FSA) asked the City of London Police to investigate.

The investigation centred around meat trading company Flexi Foods, with UK offices in Hull, and was owned by Ulrik Nielsen based in Denmark. Alex Beech was the UK representative of the company. Flexi Foods passed numerous consignments of meat through Andronicos Sideras' company, Dino's and Sons based in Tottenham, a food supply company and sausage manufacturer.

Alex Beech was arrested at the Flexi Foods offices in Hull in July 2013. Ulrik Nielsen was later detained in Denmark, and then attended the UK for police interviews in Hull.

During searches of the Flexi Foods company offices, both in Hull and Denmark, emails and other documents were uncovered evidencing the conspiracy to deliberately introduce horsemeat into the food chain in order to increase company profits. Other material evidence was also seized at Dino's and Son's premises in London.

In July 2013 Andronicos Sideras of Dino's and Sons was also arrested. His fingerprints were later found on pallet labels attached to a consignment of mixed horse and beef meat detained in Northern Ireland. These pallet notes were deliberately altered to ensure that anyone checking the containment thought it was 100% beef, when in fact tests showed it was approximately 30% horse. Other loads had replicated this mixing pattern between July and November 2012.

The complex investigation involved enquiries in Denmark, Ireland, Poland, France, Holland and Italy. Officers also sought advice from all sectors of the food industry from farming and distribution through to slaughter and wholesalers. The investigation discovered that during 2012 Nielsen and Beech were buying horsemeat from Ireland and sourcing beef from Poland. This meat was then all delivered to Dino's and Sons premises in Tottenham. Here Sideras would oversee the mixing of these different meat consignments, and would then apply false paperwork and labels to make it look like all the meat was 100% pure beef. The disguised products would then be sold on as beef without the buyer being aware of any horse meat having been introduced.

Mixing in cheaper horsemeat to the beef allowed Flexi Foods to increase the profit on each consignment by approximately 40%. The type of meat in question is known as "trimming" and is used in products such as minced meat, sausages, pies and ready meals.

On the 26 August 2016 [Sideras, Beech and Nielsen were charged with conspiracy to defraud.](#)

Detective Constable Stephen Briars, the officer who led the case for the [City of London Police's Fraud Squad](#) said:

"This is a clear case of fraud; the fact that the case revolves around meat and the food chain makes no difference to this crime. A lie is a lie whatever the circumstances.

"These three men set out to deceive the suppliers, retailers and ultimately the consumer so that they could make more money.

“This case has involved a real team effort with staff from the City of London Police, working closely with our partners from local authorities, the Food Standards Agency, and the food industry to gather the evidence necessary to prove this unique and challenging case.”

David Harris: conspiracy to commit murder

In May 2017, the City of London Police Major Crime Team secured the conviction of 68-year-old David John Harris for three counts of solicitation to murder, following an extensive investigation. Following a two-week trial at the Old Bailey, Harris was found guilty of approaching a series of people he believed to be “hitmen” and trying to encourage and persuade them to kill his partner, Hazel Allinson. Between February and November 2016, Harris solicited three different men, one of whom was an undercover City of London Police officer, to commit the murder. When he was arrested by City officers, Harris denied the allegations and instead claimed the meetings were simply research for a crime novel he was planning to write – an explanation which did not convince the jury. On July 14 2017, he was jailed for 17 years.

NB: recordings of Harris are available on the [microsite](#)

Identity Fraud

The identity fraud campaign was launched on 27 June, on the same day as the National Economic Crime Co-ordinator, Commander Dave Clark spoke at the Identity Crime Conference, held at the QE2 in London.

The campaign was launched in partnership with Cifas and Equifax. It was centred on the identity crime conference and YouGov survey which helped to show the prevalence of Identity Crime in the UK. It was decided that the campaign should launch on the same day as the Identity Crime Conference which Commander Dave Clark was speaking at. This had a twofold effect; drawing attention to the event and providing the Commander with a springboard for his speech. A [video](#) was created to be used during the speech, which helped to showcase the campaign.

Ticket fraud

In April 2017 a ticket fraud campaign was launched by the City of London Police and Action Fraud in partnership with Get Safe Online and the Society of Ticket Agents and Retailers (STAR). The purpose of the campaign, was to raise awareness of this fraud type and to show the need for people to change their approach when buying event tickets online. The aim was to stop people from rushing to buy tickets from unknown and potentially

fraudulent secondary ticket sites and instead encourage them to buy tickets from official vendors.

To help encourage this behavioural change, the campaign took an interactive approach. A ticket website called 'Surfed Arts' (an anagram of fraudsters) was set-up; Surfed Arts purported to be a secondary ticket provider and Facebook adverts were used to target people living in specific areas where there were sold-out music events happening in summer 2017. Adverts were targeted at fans of Adele in London, Ed Sheeran in Manchester, Iron Maiden in Birmingham, Coldplay in Cardiff and Bruno Mars in Leeds.

Those who clicked through from the Facebook advert to the Surfed Arts website were immediately told that they were not able to purchase the sold out event tickets and were advised on how to protect themselves from falling victim to real ticket fraudsters in the future. The purpose of this activity was to try and directly affect consumers' online behaviour and make them think twice before buying tickets from illegitimate secondary ticket sites. The campaign received extensive national, local and trade media coverage and reached over 2 million people. There was also strong social media coverage with a total of 7,766 engagements.

NB: campaign material including a video is available on the [microsite](#)

Christmas campaign

On 22 November, the City of London Police launched its 2017 Christmas campaign. Similarly to previous years, the City of London Police delivered a local campaign targeting businesses, its transient community and residents, alongside a national campaign in its capacity as the national lead force for fraud. To make sure there was consistency across both areas they were given the same branding and same social media hashtag #ThoughtThatCounts. This campaign branding was used to encourage people to take a moment during the Christmas rush to think before making a rash decision which could result in a myriad of consequences.

This year the national fraud campaign focused on 'card not present fraud' as the National Fraud Intelligence Bureau reports showed that this type of fraud was commonly being reported during the Christmas period. The local campaign focused on issues affecting City workers during the festive period particularly focusing on theft. The local campaign also asked people to think about drinking sensibly at this time of year to avoid long-term consequences.

Both Sky and the BBC published media coverage of the fraud campaign, alongside coverage in The Telegraph, the Times and the Daily Mail, while the

campaign achieved over 30,000 engagements on social media. The local campaign achieved over 10,000 engagements on social media with 2,400 people viewing the video.

NB: the two videos created to support the campaign are available [here](#)

Performance

Our priorities, which form the core of our policing plan, are set with our Police Committee. We assess all the risks and threats that impact on the City of London, considering the level of harm they present together with the likelihood of them occurring.

From this we develop a risk register and a number of strategic assessments, which together provide an evidence base for the priorities adopted for the City of London. They also demonstrate how we are addressing identified threats and risks.

We engage with our community and listen to their concerns so they can influence how policing is delivered in the City of London, whilst engaging with key people ensures our service is bespoke to the needs of the business City. Engagement at the most local level, with residents and workers, ensures that grass-roots concerns are heard and addressed. We pay close regard to our obligation to support the national Strategic Policing Requirement, which sets out those matters relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. Cyber crime and the threat posed by child sexual exploitation were the latest additions to the requirement.

As many of our priorities directly support our national commitments it is no longer cited as a separate priority. When setting our priorities we also take account of our commitments to the Safer City Partnership and to the City of London Corporation's key aim for a safe and secure City. This ensures we support community safety priorities, just as our partners have regard to our priorities when setting their own.

The resulting priorities for 2017/18, addressed both our national and local obligations.

Also listed are the activities we undertook to meet the priorities and the outcome of our actions

Countering terrorism

We said we would

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

What we did

We have

- Worked closely with our partners in the MPS, the City of London Corporation and national security agencies regionally and nationally to protect the City of London from the threat of terrorism. This included the exchange of intelligence and analysis to inform our approach to tackling terrorism. Our work with partners has included initiatives to support families affected by extremism and radicalisation.
- Completed over 500 briefings, training exercises and table-top exercises over the course of the year to ensure residents and businesses remain informed and in the case of first responders and the wider police family, have the skills to respond appropriately to identifying suspicious behaviour and responding to an incident should it occur.
- Continued to develop our use of specialist behavioural officers (Project SERVATOR) and are rolling out training to forces across the country.
- Continued to exploit CCTV and automatic number plate recognition (ANPR) technology to best advantage to protect the City of London.

Outcome

Our resources are being effectively used to counter the threat from terrorism and the City of London remains a safe and secure location to live, do business and visit.

The majority of residents, workers and visitors feel safe in the City of London (91% of those surveyed, 6.5% said they feel a little unsafe and 2.5% (13 respondents) said they feel very unsafe).

HMICFRS consider the force's response to the threat from terrorism (and associated protective services) to be appropriate.

Fraud

We said we would

- Focus our efforts on the issues that are the greatest threats to the City's communities and businesses.
- Address serious organised criminality.
- Engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud.
- Adopt a collaborative approach where possible to address the economic crime threat.
- Continue to engage with police and crime commissioners and the National Police Chiefs' Council regarding the implementation of national economic crime strategies.
- Continue to work with stakeholders, including the National Crime Agency, and the wider regional, national and international counter-fraud community to protect the City and national interests, and tackle criminals overseas that target the UK.
- Encourage victims to report fraud and cyber-crime, helping vulnerable victims to receive the help and support they need.
- Influence and support policy making at a national level.
- Provide a national investigation capability.
- Contribute to the national understanding of fraud threats and criminality and developing proactive intelligence and prevention strategies to address it.
- Run an Economic Crime Academy that educates and provides individuals and businesses with the skills necessary to identify and combat fraud.

What we did

We have

- Worked closely with partners, the National Crime Agency and other law enforcement agencies to shape the national response to fraud.
- Successfully prosecuted numerous high profile fraud cases.
- Successfully investigated large scale frauds operating internationally.
- Disrupted organised crime groups, reducing the potential harm these groups have on victims.
- Made effective use of proceeds of crime legislation to deprive criminals of their gains and help make reparations to victims.
- Extended our pilot of the Economic Crime Victims of Crime Unit, providing specialist support to victims of fraud.
- Continued to develop our National Fraud Intelligence Bureau and Action Fraud reporting service.
- Continued to develop our Economic Crime Academy.

Outcome

- £312,688 value of cash forfeiture orders made under the Proceeds of Crime Act
- £685,384 value of cash seizures made under the Proceeds of Crime Act
- £3,238,806 value of cash compensation orders made
- 171 victims received compensation totalling £1,058,644
- 74% of victims of fraud satisfied with the overall service provided
- The Economic Crime Academy delivered 96 courses attended by 1,201. Of the external delegates, 301 were from police forces, 513 from the public and charity sectors, and 229 from 22 private sector organisations.

Cyber crime

We said we would

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

What we did

We have

- Identified cases which have involved cyber criminality and made early arrests to prevent ongoing harm.
- Conducted cyber-related investigations into corporate espionage and Bitcoin mining.
- Made arrests in connection with hacking, corporate espionage and investigated offences connected to computer misuse and bitcoin mining.
- Delivered events to partners to raise awareness of personal cyber security.
- Worked with partners and businesses in the City of London to assess vulnerabilities associated with the ICT systems.
- Delivered awareness training to schools and businesses to raise awareness of cyber bullying and encourage its reporting.
- Identified and utilised an innovative training exercise to improve business awareness and capability associated with cyber criminality.
- Tested our own vulnerability to cyber attack.

Outcome

The number of cyber-crime referrals to the National Fraud Intelligence Bureau has increased 8 fold over the past two years, from 15 in 2015/16 to 129 in 2017/18, indicating that awareness of this area of criminality is improving.

This is an area where we would expect to see a rise in reported incidents, due principally to the increase in awareness outlined above, and as a type of criminality, it is constantly evolving and being exploited on a global scale.

Vulnerable people

We said we would

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

What we did

- Instigated proceedings against offenders despite the lack of victim support.
- Worked closely with our partners, both statutory and other agencies, to ensure those most at risk are safeguarded and vulnerable victims receive appropriate levels of support.
- Continued to roll out our training to staff to ensure vulnerability is identified at an early stage and services tailored to their needs.
- Implemented innovative initiatives with partners relating to street triage and street pastors, helping to identify vulnerability (especially mental health issues) and reducing demand on custody and partner resources (such as calls for ambulances).
- Launched a survey for young people leaving custody.
- Conducted campaigns aimed at encouraging victims of sexual or domestic abuse, honour based violence, modern slavery and female genital mutilation to report crimes.

Outcome

HMICFRS graded our effectiveness of addressing vulnerability as 'GOOD'.

Restraining orders obtained relating to domestic abuse offenders, preventing re-offending.

Calls for ambulances has reduced by 50%.

No reports of Modern Day Slavery, Honour Based Violence or Female Genital Mutilation in the City of London.

Violent and acquisitive crime

We said we would

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

What we did

- Introduced a new patrol strategy that targets hotspots and focuses resources where they are most needed.
- Run specific operations targeting different types of offending.
- Worked closely with partners and utilised problem solving techniques to impact positively on volume offending.
- Taken a full role in our local Safer City Partnership.
- Launched an online facility for people to report and track progress on their crime.
- Worked with the Metropolitan Police Service to implement an improved process for monitoring and addressing persistent or prolific offenders across London.

Outcome

People can report and track their crime more easily.

Victim based violent crime showed a 12% increase, only 7 forces had a lower increase. The national average increase was 20%, with 10 forces recording increases of between 30% and 50%.

Victim based acquisitive crime showed a 6.6% increase (7th lowest increase in the country). The national average increase was 9%, with 18 forces recording increases between 10% and 23%.

80.2% of victims of crime satisfied with the service provided

Roads Policing

We said we would

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

What we did

- Delivered all tasked roads policing operations, which has included specific operations to target criminality specifically associated with road safety (for example, driving whilst using a mobile phone, and speeding).
- Supported the City of London Corporation's Road Danger Reduction Strategy.
- Supported the Mayor of London's Transport Strategy (Vision Zero), which aims to reduce the number of people killed and seriously injured on the roads.
- Referred offenders to education programmes (where appropriate) to improve road safety over time.

Outcome

- 309 vehicles seized for no license/insurance offences.
- 1533 HGVs stopped resulting in 960 infringements/offences identified.
- 488 offences recorded relating to not wearing a seat belt, using mobile phone whilst driving or speeding.
- 311 casualties resulting from collisions, with 35 classed as 'Killed or Seriously Injured', which includes 1 fatality (a 20% reduction in casualties compared to the previous year).

Public Order

We said we would

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

What we did

- Supported the policing of pan-London events that impact on the City of London.
- Worked closely with our partners in the City of London Corporation, Metropolitan Police Service and British Transport Police to provide an effective and appropriate policing response to protests and large scale events taking place in the City of London.
- Kept our communities informed about large scale events in the City of London, and provided practical advice where necessary regarding road closures or areas to avoid.
- Maintained our minimum levels of skilled officers to support national mobilisation requirements, and are enhancing these arrangements with incentives to enlarge our cadre of specialist public order officers.
- Participated in the Home Office's Best Use of Stop and Search Scheme.

Outcome

- 11 critical incidents declared in the City of London.
- 957 pre-planned events in the City of London, 601 of which required a police presence. Of those, 250 required the attendance of 5 or more officers.
- 170 protests within the City.
- 262 offences relating to public disorder.

Authority

Policing the Square Mile today

The City is home to over 8,000 residents and an additional 400,000 City workers, visitors, and commuters travel to or through the City every day. In recent years, the City has also developed into a major tourist destination with a vibrant night time economy, attracting around 4m visitors a year.

The City of London Police is responsible for ensuring the safety and security of all these individuals while they are within the City's boundaries. The force also leads nationally on fraud and economic crime, which includes delivering the UK's national fraud and cyber-crime reporting centre, Action Fraud. There are over 1,000 officers and staff in the City of London Police delivering these local and national services.

How the Square Mile is policed

Both the City of London Corporation and the City of London Police organise regular events to engage with residents and businesses in the City and obtain views on what our local policing priorities should be (these are detailed in the Force's Policing Plan, progress against which is reported in their Annual Report).

To achieve outcomes that matter to local people, the City Corporation is able to draw from expertise in the wide-ranging areas of services it provides and establish effective and strong partnership working, for example, through the Safer City Partnership.

Recent years have seen wide-ranging reforms of policing governance, including the introduction of directly-elected individuals (Police and Crime Commissioners) in 2012. They are collectively represented by the Association of Police and Crime Commissioners (APCC). While these reforms did not apply to the City Corporation (so it remains one of the few remaining Police Authorities in England and Wales), it is a member of the APCC.

About the City of London Police Authority

The City of London Corporation's Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Committee and its sub-committees (Performance and Resource Management; Professional Standards and Integrity; Economic Crime Board; and Police Pensions Board).

The role of the Police Committee is to ensure:

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

Officers

Chief Executive

The Town Clerk and Chief Executive of the City of London Corporation, John Barradell, is responsible for overseeing all Police Authority staff, and works closely with the Chairman of the Police Committee and all Members to ensure that there is an effective and efficient police service in the City.

Treasurer

Peter Kane, the Chamberlain of London, is the Section 151 Officer for the City of London Police Authority, and performs the functions of the Treasurer to the Authority.

Monitoring Officer

Michael Cogher, Comptroller and City Solicitor

Police Authority Officers

Alex Orme, Policy Manager
Oliver Bolton, Policy Officer

Complaints

If you wish to make a complaint about the City of London Police, follow the steps on the [Force's website](#). Please note that the Police Authority does not deal with complaints about the Force, except for specific complaints about the conduct of the Commissioner. If you would like to make a complaint about a member of staff in the Police Authority, please refer to the City of London Corporation's [feedback and complaints section](#).

Freedom of Information

If you would like to [request information](#) held by the City of London Police under the Freedom of Information Act, please contact them directly. If you believe the information you require is held by the Police Authority, rather than the force, please follow the process set out on our [Freedom of Information pages](#).

Reporting a Crime

In an emergency always dial 999. Otherwise, follow the reporting process outlined on the [Force website](#).

Independent Custody Visitor Scheme

Independent Custody Visitors (ICVs) are trained volunteers that visit police stations unannounced to check on the treatment and welfare of people held in police custody.

ICV recommendations can require the police to make improvements to aid the welfare of detainees. Working as part of a panel, they play a valuable role in maintaining public confidence in this important area of policing by making sure that detainees are treated well.

The City of London currently has one Police custody suite at Bishopsgate Police Station and the panel, of up to 12 members, visit this suite announced on a regular basis. See the [guidelines for the scheme \(213KB\)](#) for more details. If you are interested in joining the panel or if you would like any further details, contact icv@cityoflondon.gov.uk

How we respond to Her Majesty Inspectorate of Constabulary and Fire and Rescue Services

If you would like to see our response and the progress made to date, please see the papers of our [Police Performance and Resource Management Sub Committee](#) which meets every three months.

Sample Accounts

Expenditure 2017/2018

£3,531

Premises related expenses

£1,888

Transport related expenses

£19,560

Supplies and services

£1,888

Transport related expenses

£9,746

Third party payments

£3,434

Central and other recharges

£1,000

Capital expenditure (inc. Financing Costs)

£39,159

Total – other expenditure

£81,700

Employees (inc. Pensions)

Total expenditure

£120,859

Income 2017/2018**£0**

Home Office revenue grants

£52,108

(Principal Formula and SSA)

£12,962

Police Authority

£65,070**Total basic income**

£37,781

Other Home Office revenue grants

£14,000

Other grants, reimbursements and contributions

£2,600

Surplus transferred

£1,408

Customer, client receipts and recharges

£0

Home Office capital grant / capital receipt

Total income**£120,859**

Crime Data

Total
2016/17
5,455
2017/18
5,901
Change %
8.18

Violence with injury

2016/17
382
2017/18
384
Change %
0.52

Violence without injury

2016/17
350
2017/18
410
Change %
17.14

Rape

2016/17
10
2017/18
27
Change %
170

Other sexual offences

2016/17
51
2017/18
74
Change %
45.1

Robbery of personal property

2016/17
26
2017/18
66
Change %
153.85

Robbery of business property

2016/17
2
2017/18
7
Change %
250

Burglary – Residential

2016/17
14
2017/18
14
Change %
0

Burglary – Business/Community

2016/17
237
2017/18
272
Change %
14.77

Vehicle interference

2016/17
20
2017/18
13
Change %
- 35

Theft of a motor vehicle

2016/17
73
2017/18
75
Change %
2.74

Theft from a motor vehicle

2016/17
90
2017/18
114
Change %
26.67

Bicycle theft

2016/17
373
2017/18
371
Change %
- 0.54

Theft from a person

2016/17
467
2017/18
614
Change %
31.48

Shoplifting

2016/17
726
2017/18
738
Change %
1.65

All other theft offences

2016/17
1,506
2017/18
1,515
Change %
0.6

Arson

2016/17
3
2017/18
4
Change %
33.3

Criminal damage

2016/17
220
2017/18
251
Change %
14.09

Drug trafficking

2016/17
87
2017/18
75
Change %
- 13.79

Drug possession

2016/17
244
2017/18
251
Change %
14.09

Public disorder

2016/17
222
2017/18
282
Change %
27.03

Possession of weapons offences

2016/17
43
2017/18
60
Change %
39.53

Miscellaneous crimes against society

2016/17
177
2017/18
126
Change %
- 28.81

Stalking and harrassment

2016/17
130
2017/18
155
Change %
19.23

Homicide

2016/17
1
2017/18
2
Change %
100

Death or serious injury unlawful driving

2016/17
1
2017/18
1
Change %
0

Resources

Total

Staff - 451.1
Officers - 735

Business Support

Staff - 109
Officers - 32

Economic Crime

Staff - 131.1
Officers - 175

Crime

Staff - 73
Officers - 135

Intelligence and Information

Staff - 106
Officers - 88

Uniformed Policing

Staff - 32
Officers - 305

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Committee(s)	Dated:
Police Committee – for information Independent Custody Visitor Panel – for information	24 May 2018 18 July 2018
Subject: Independent Custody Visiting Scheme Annual Report 2017/18	Public
Report of: Town Clerk	For Information
Report author: Craig Spencer, ICV Scheme Manager, Town Clerk’s Department	

Summary

This report completes the requirement to update Members on the progress of the City of London’s Independent Custody Visiting (ICV) Scheme, presenting the Panel’s Annual Report and informing Members of some of the recent issues raised by the ICV Panel in relation to custody provision in the City. Issues raised at the Panel meetings over the past year include the resilience of the service, the response times for repairs and maintenance, sanitary protection and appropriate adults.

Recommendation(s)

Members are asked to note the contents of this report.

Main Report

Background

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

4. The visits take place on a three in two weeks basis for Bishopsgate Police Station as agreed in the Scheme. The visitors will also visit if Snow Hill Police if this is used as an overflow or reserve facility.
5. Each visit is recorded by the two visitors who complete a short form covering any issues for concern following meetings with the detainees. Copies of each completed form are then sent to the Custody Manager, the Scheme's Administrator in the Town Clerk's Office, and the Commander for action if necessary. The Panel should be commended for completing over 97% of visits over the previous year with more detainees interviewed than ever before.
6. Meetings of the ICV Panel continue to take place on a quarterly basis and are attended by all Custody Visitors together with representatives from the Town Clerk's Department as well as the Committee's representative Nick Bensted-Smith.
7. The Panel reviews the record of visits since the last meeting and visitors are able to ask detailed questions of the representatives of the Force, which is often the custody manager, about any issues which concern them. Finally, the Panel considers more general policy aspects and the administration of the Scheme such as the visit rota and availability.
8. Finally, the ICV Panel would like to record their thanks to Chairman Peter Tihanyi for his contribution to the Scheme over the past year and welcome Godfrey Baillon-Bending as the new Chairman with Richard Lewartowski as Vice-Chairman.
9. Craig Spencer, the Scheme Manager, has also been elected onto the National Board for the Independent Custody Visitor Association as a Member Director.

Panel Issues in 2017/18

7. This year the Panel has produced its Eighth Annual Report, which is attached at Appendix A. This reports on the Panel's performance over the last 12 months, provides information about the visits made and issues raised as a result and, finally, sets out the Panel's objectives for 2018/19. Key issues raised at the Panel meetings include the following:
 - a) **Closure of Bishopsgate/Staffing Issues** – The Panel were notified of the closure of Bishopsgate Custody Suite in October and visited the reserve facility at Snow Hill. There is concern that the staffing of the custody suite is currently stretched and there are not sufficient trained officers to cover. This has resulted in staff working longer shifts and using British Transport Police for cover when necessary. The Panel have raised the resilience of the service as an issue.
 - b) **Access to the Suite** – The relationship between the front desk staff, custody officers and ICVs is now more certain with the welcoming procedure embedded. However, there are still ongoing issues with the ID cards for ICVs

with different cards and lengths of validity varying across the Panel. The Scheme Manager and ICVs have asked for this to be clarified.

- c) **Maintenance** – A new contractor was appointed for repairs and maintenance in the summer but there have been consistent issues with certain areas of the suite (including a cell out of use for more than three months). ICVs report these issues on their visits and these are then collated to be shared with the City Surveyor's Department who manage the contract.
- d) **Sanitary Protection** – This has been a national issue across Forces and has received lots of media coverage after being raised by the National Association. In other Forces there has been insufficient coverage of sanitary protection often using inappropriate items and processes for detainees. ICVs now check that the protection provided is satisfactory and have aided a national response about this issue. City of London Police have always adhered to the standards provided on this matter.
- e) **Appropriate Adults** – ICVs have been concerned about the resilience of the service and this is especially true when considering out of hours and the service provided to appropriate adults. The new contract is set to be commissioned and the Scheme Manager will be meeting with partners to ensure that out of hours coverage is addressed as well as support for vulnerable adults.

Legal Implications

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

Conclusion

9. The Independent Custody Visiting Scheme is now well established, and the Panel is pleased to present its annual report to the Police Committee. The areas that custody and ICVs now cover has broadened but the Panel has continued to be a critical friend for the Force. Further updates on this Scheme will continue to be provided to Members on an annual basis.

Appendices

- Appendix 1 – ICV Annual Report 2018

Background Papers

Annual Custody Report – September 2017 Police Committee
ICV Guidelines – January 2017 Police Committee

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APPENDIX

City of London

Independent Custody Visiting Scheme

Annual Report

May 2018

Foreword

The City of London Independent Custody Visiting scheme has had a very successful year with several changes to the personnel of the panel. We have appointed three new ICVs in this time and aimed to reflect the age and ethnic diversity with the community it serves. First and foremost, I would like to thank our outgoing Chairman who I replaced in October, Peter Tihanyi, for his work in setting up the panel and ensuring its progression and success over the last few years.

The City of London Police Force main custody suite is located at Bishopsgate Police Station. The second custody suite at Snow Hill Police Station has been used this year as an alternative resource. Therefore, our visits to Snow Hill are limited – however the visits undertaken there have been to the high standard that we witness at Bishopsgate on a more regular basis. There was a necessity to visit Snow Hill after the closure of Bishopsgate in October due to a lack of resilience. We hope, in future, we will be kept up to date with these changes if alternative arrangements are being made.

The relationship with the custody staff has continued to be extremely amicable this year with comments from all visitors on the friendliness of the staff when conducting their visits. There have been occasional instances of ICVs being made to wait at reception for long periods, but these have been well explained (primarily due to safety concerns) by the Police at recent panel meetings. I am concerned, however, at the staffing issues that continue to affect custody and hope for next year there are sufficient resources in this area to train and retain officers.

The approval of the use of self-introduction last year has proven extremely successful with a rise in the number of detainees accepting our offer of an interview. This allows us to carry out our job more effectively and understand the needs of a wider variety of detainees.

We continue to be interested in custody healthcare and I have been in close contact with the custody manager on the performance of the contract and this will continue to be monitored; similarly, for the appropriate adult service. Now I am more able to raise these issues with the Police with my role in the Custody Management Group.

This year, we achieved over 95% of the scheduled visits to the Bishopsgate custody suite and have continued to ensure that our visits correspond with the peak periods. The ICV Panel has been monitoring the times of all visits made alongside the level of usage within the Custody Suites. We effectively spread our visits over the whole week (7 days a week). Volunteers also made their first visit between midnight and 6am and I thank the commitment of our visitors for this – they again witnessed a high quality of service even at this alternative time.

I give my thanks to my fellow custody volunteers for their hard work this year, and especially to our new visitors who have fitted in seamlessly. I would also like to thank the City of London Police and Civilian Detention Officers for enabling us to successfully carry out our responsibilities in 2017-2018. We look forward to the next year ahead and my first year as chair with a new national reporting form to integrate to adhere to advised standards and to also understand more about continually developing areas such as mental health, young persons in custody and the needs of ethnic minorities.

I would also like to thank Craig Spencer, the Scheme Manager and Richard Holt, the Scheme Administrator for their hard work throughout the year. I also congratulate Craig on his appointment to the national board for the Independent Custody Visitor Association which will give a strong link nationally and to other schemes across the country.

Godfrey Baillon-Bending
Chairman
ICV Panel

Welcome to the 2017-18 annual report of the City of London Independent Custody Visiting Scheme.

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

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

securing police accountability for the local communities they serve.

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

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

Deputy Doug Barrow
Chairman
Police Committee

Nicholas Bensted-Smith
ICV Panel Member
Police Committee

Introduction

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

The purpose of this report is to give an account of the work of the City of London ICV Scheme in the period 1 April 2017 to 31 March 2018. It aims to:

- report on the Panel's performance;
- provide the local community and the Police Committee with information about the visits made and what they have revealed about the treatment of detainees;
- set out issues and concerns that the visits have raised; and,
- set out the objectives for 2018/19.

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

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

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

- be over 18;
- be independent from the police force and the police authority; and,

- have no direct involvement in the criminal justice system.

The City of London ICV Panel currently consists of 12 (this is the maximum number required) visitors who visit the custody suites at Bishopsgate Police station three times every two weeks. Programmed visits to Snow Hill custody suite (an overflow facility for Bishopsgate) take place when this is being used. A member of the Police Committee attends the quarterly Panel meetings and representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by staff from the Town Clerk's department (ICV Scheme Manager and Coordinator).

THE ROLE OF INDEPENDENT CUSTODY VISITORS

Visits are always made in pairs, and are unannounced. The objective of all visitors is to monitor and report on the treatment and conditions of individual detainees and to check that their rights and entitlements have been upheld.

During their visit, ICVs are escorted by a custody officer at all times. Every detainee being held is offered the opportunity to speak with the custody visitors (unless they are not to be disturbed due to being asleep or are a safety risk) but may choose not to. Visit interviews are carried out within sight, but out of hearing, of the escorting officer. Strict rules of confidentiality apply so that detainees are identified by their custody numbers only, and the details of what visitors see and hear are

treated as confidential. ICVs are not concerned with any alleged offence and maintain their independence and impartiality at all times. They do not provide advice to detainees; they are there to look, listen and report on conditions in custody at the time of their visit.

After every visit, custody visitors fill out a report form recording details of the visit. The information about the visit in the form includes details of problems that were resolved immediately and those that required further action. Copies of the reports are provided for the appropriate Chief Superintendent, the Custody Manager and the Scheme Manger on behalf of the Police Committee. The ICV Panel will follow up and discuss at the next review meeting any concerns that cannot be resolved during visits. If necessary, more serious issues can be highlighted directly to the Police Committee or dealt with outside Panel meetings.

PANEL MEETINGS

The quarterly Panel meetings allow Visitors to discuss each visit and any issues that have arisen. In addition, short update or information sessions are often included on each agenda so that Visitors are kept up to date with any national developments concerning the custody environment. Topics discussed this year included:

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

The Panel also undertook their first visit during the Midnight to 6am slot to ensure 24-hour coverage. The Panel aims to undertake at least

four visits annually during the Midnight to 6 am slot in 2018-19.

The Panel now undertakes three visits every fortnight which is an increase to the weekly visits. This has not resulted in a decrease in the percentage of visits overall. The panel also met the target of keeping the consistently high level of their visits which was included in the previous report (which is above 97%).

Self-Introduction to Detainees – The Panel have now embedded the policy of self-introduction when encountering detainees. This has seen an increase the rate of acceptance when interviewing detainees and will therefore stay as the suggested policy for Panel Members. The increase saw an extra 5% of detainees choose to be interviewed by the visitors.

Closure of Bishopsgate – The Panel were notified of the closure of Bishopsgate Custody Suite in October and visited the reserve facility at Snow Hill. There is concern that the staffing of the custody suite is currently stretched and there are not sufficient trained officers to cover. This has resulted in staff working longer shifts and using British Transport Police for cover when necessary. The Panel have raised the resilience of the service as an issue.

Mental Health – Recent changes to the mental health act have been considered and ICVs take a great interest in this area. The City of London already abided by the changes and ensure that custody is not used as a place of safety. ICVs will continue to check that there is regular medical presence in mental health situations that develop whilst in custody and note the correct rank is dealing with an ongoing issue.

Sanitary Protection – this has been a national issue across Forces and has received lots of media coverage. In other Forces there has been insufficient coverage of sanitary protection often using inappropriate items for detainees. ICVs now check that the protection provided is

satisfactory and have aided a national response about this issue. City of London Police have always adhered to the standards provided on this matter.

Annual Update on Custody – the second annual update to Police Committee was received in September and focused on the statistics for young persons and children as well as those with mental health problems in custody and any changes in policy that have occurred over the year. Due to this being the second iteration, trends are now being formed and be monitored over a longer period to assess any changes to the nature of custody in the City of London.

In addition to the points above the Panel have raised a number of other issues with the Custody Manager and other partners:

1) **Repairs & Maintenance – Time lag** - The Panel raised a number of concerns about the time taken to institute repairs to the cells. A new contract is now in place for these repairs but this has not meant that issues have been dealt with any quicker which has meant some cells have been out of use for months.

Outcome – The ICV Scheme Manager reports regularly to the City Surveyor's Department and City Procurement over any issues within custody over maintenance. This has allowed ICVs to show the length of time some problems have persisted for and can pass this information onto the relevant contract manager.

2) **Custody Healthcare** – The Panel has raised the issue of an irregular service from the contracted supplier and now check when on visits about the quality of the service. As the NHS are now not to commission the service

for the foreseeable future, the service is commissioned by the Community and Children's Services (CCS) Department with G4S winning the contract.

Outcome – The ICV Scheme Manager has met with CCS representatives to understand the ongoing issues and whether G4S are currently adhering to the contract. This includes ensuring the correct referral pathways are given to detainees. CCS meet regularly with G4S and the Custody Manager to work on any problems that have occurred over the last month. This is then reported to the Custody Management Group which the scheme manager and Chairman are part of. ICVs can feed back any issues they foresee with the healthcare professionals to ensure the custody manager and CCS are aware.

3) **Appropriate Adults** – The Panel and the custody manager been concerned with the provision of appropriate adults (AA) out of hours. The contract is again commissioned by CCS in two months' time and ICVs have noted the difference in service provided to vulnerable adults and juveniles. The position of ICVs and AA has also been further clarified and it is no longer possible for an ICV to be an AA within the same area.

Outcome – The Scheme Manager has met with the custody manager and CCS to recognise how the service delivered by 'The Appropriate Adult Service' could be improved and that any contractual issues can be addressed when this is required to be renewed. ICVs will continue to monitor the service given on their visits. The new contract will include further provision for vulnerable adults and address any out of hours service requirements.

Visit Statistics

	Total number of detainees in Custody at time of visit	No of detainees offered visit	No. of detainees accepted visit
Bishopsgate Q1	48	34	30
Bishopsgate Q2	52	31	25
Bishopsgate Q3	39	30	27
Bishopsgate Q4	42	22	17
Total	181	117	99

ISSUES AND CONCERNS ARISING FROM VISITS

This list of issues and concerns reflects the range of issues that have been raised by detainees in the City of London in the last year and, in addition, other issues which have been reported by ICV Panels elsewhere for which there has been a nil return in the City of London.

	Bishopsgate
No of Total Visits	71
Report Form with no matters requiring a police response	34
Infrastructure / furnishings / fittings/out of service	44
Comments individual officers - Positive	23
Comments individual officers – negative	1
Cleaning, tidiness and general hygiene - positive	13
Cleaning, tidiness and general hygiene - negative	3
Information Technology	1
Temperature and availability of blankets	1
Health related matters	1
Procedures not followed	1
Rights and entitlements seemingly delayed	0
Personal hygiene requests– (showers, washing etc)	0
Requests for phonecalls	0
Perceived risk to detainees	0
Periodic checks (15, 30 minutes) not maintained	0
Requests for food and drink	0
Requests for literature	0
Other	0

Station	Target No of Visits	Achieved	% of Target
Bishopsgate	74	71	97.2%
Snow Hill*	1	1	100%

DAYS OF VISITS

	No of Visits	% (figure expressed to one decimal place)
Monday	4	5.6
Tuesday	12	16.9
Wednesday	11	15.4
Thursday	14	19.7
Friday	21	29.5
Saturday	5	7
Sunday	4	5.6
Total	71	100

TIME OF VISITS

00.01 – 06.00	1
06.00 - 12.00	34
12.01 – 18.00	27
18.01 – 00.00	9

*1 visit did not have the time recorded.

DAYS OF VISITS / TIMES – COMBINED

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
00.01 – 06.00					1		
06.00 -12.00	2	4	4	7	10	5	2
12.01 – 18.00	2	4	5	7	7		2
18.01 – 00.00		4	2		3		

*1 visit did not have the time recorded.

*Snow Hill is not included in the overall figures

2018/19

The City of London ICV Panel wants to ensure that it meets its objectives in scrutinising the custody arrangements in the City of London. It has set itself the following targets for 2018/19:

- to continue to promote and raise awareness of the work of the ICV Panel;
- to undertake at least four visits per year between the hours of midnight and 6 am.
- to maintain the consistently high level of visits

- to further engage with the MOPAC arranged scheme to build a wider knowledge base.
- Introduce a new reporting form which will align with other schemes to gather national data and trends.

Conclusion

The City of London ICV Scheme provides an independent check on the treatment of detained persons. Through the dedication of the volunteer visitors, an appropriate level of scrutiny of the Force is achieved on which the Police Committee and the community can rely.

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Committee:	Date:
Police Committee- For information	24 th May 2018
Subject: Equality and Inclusion Update	Public
Report of: Commissioner of Police Pol 45-18	For Information
Report Author: Kam Dhaliwal, Equality and Inclusion Manager	

Summary

This paper provides your Committee with an update of Equality and Inclusion related activities conducted by the Force since the previous report to your Committee. Due to the Equality & Inclusion Manager post being vacant for a few months. The City of London Police has not been in a position to provide a regular update on such matters. This report will cover the future plans and actions. The areas covered by this report are:

1. **A new Equality & Inclusion Manager** – was appointed in October 2017. A civilian member staff who started her role on 2nd January 2018. The Equality & Inclusion quarterly board meetings recommenced in May 2018.
2. **The Men’s Network** – The Men’s Network will be introduced in May 2018 and it is the first Men’s Network that focuses on every part of a man’s life. The aim is to create an inclusive work environment so all staff can relate to at least one Staff Support Network. We want to support all our staff in every aspect of their lives.
3. **Staff Support Networks (SSN) & Diversity Champions** – The City of London Police currently has 6 main SSNs and with the Men’s Network, there will be 7. SSNs will be encouraged to attend an Equality & Inclusion Forum to deal with any overlap and work together as a united group. The Diversity Champion roles was introduced a few years ago and the E&I Board will be asked to review the new recommended changes and review how effective the roles have been.
4. **Employers Network for Equality and Inclusion (ENEI) Network Membership** – ENEI specialise in Equality and Inclusion and how to implement practices in the workplace. We were previously a member of the ENEI Network but our membership has since lapsed and it is to be renewed yearly. A membership will provide us with access to developmental workshops for our staff.
5. **Training & Development** – We have trained a new batch of Custody Managers and introduced new ‘Transgender in Custody’ videos to the

training. A new full-featured police records management system called Niche was introduced in October 2018.

6. **NPCC Workforce Plan 2017 – 2025** – A draft copy of the National Police Chiefs Council (NPCC) Workforce Plan has been circulated to all Police Forces in the UK and they have asked for feedback.
7. **Community Engagement** –As a Force we are looking to increase the diversity of our Community Engagement Groups. The Equality & Inclusion Manager has been reaching out to community groups to promote our community engagement and to also use it as a tool to build positive relationships and contacts.

Recommendation

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

Main Report

Background

At a previous Committee meeting the Commissioner undertook to provide Members with a quarterly written update on matters relating to the Equality, Diversity and Inclusion Portfolio. This report highlights the work that is being carried out across the Force in relation to the above and it provides an update since the last report to your Committee.

1. New Equality & Inclusion Manager (E&I Manager)

The new Equality & Inclusion Manager (E&I Manager) started her role on the 2nd January 2018. She previously worked in Immigration and Customs, where she gained operational enforcement experience and managed arrest teams. During the 16 years with the Home Office she gained valuable experience working as a union representative and as a Diversity Lead, working with senior management on recruitment processes, policies, grievances, staff surveys and staff relations. Below is a summary of some of the work that has been progressed since the last report to your Committee.

- 1.1 **Operational visits** – The E&I Manager is visiting operational teams to gain a better understanding of their role and to engage with staff independently. As an example, in February, she attended a property search with one of the Insurance Fraud Economic Directorate (IFED) teams. The visit was to apprehend a male who was suspected of submitting a false home insurance claim for his elderly parents. His 86 years old parents resided with his 104 year old grandmother at the address. During the team briefing after risk assessing the situation, the team collectively decided that due to the ages of the parties concerned and level of crime, use of force would not be necessary and they considered how best to handle the search and perform their policing

role, whilst showing respect to the family and their home. Full consideration was given to the ages, religious beliefs, cultural difference and health & safety and a full risk assessment was undertaken. During the briefing all the officers had an opportunity to ask questions and put forward suggestions. The visit was executed professionally and decisions were made by using the National Decision Making Model. The suspect's father, a Sikh community leader in Bristol, was very impressed with how the officers conducted the visit and he thanked the team for their professionalism.

- 1.2 **Common Purpose:** Common Purpose UK is an organisation that specialises in tackling issues around Equality and Inclusion. Equality & Diversity leaders from public and private organisations meet once a month to discuss the strategies their organisations have used to create an inclusive environment. Common Purpose provides us with opportunities to network with other organisations and gain a better understanding of how to implement strategies successfully. The E and I Manager attended this meeting in in March, where TATA international presented to the group on how they engaged with staff who are stationed around the world and work in a variety of cultures and industries. The attendees learnt how TATA international used social media to create an inclusive working environment and empower millennials. The E and I Manager has brought this knowledge back to force with a view to embedding any good practice identified throughout the organisation.
- 1.3 **Cyber Fraud:** The Cyber Fraud team have connected with the Home Office (HO) Nationality Leads who engage with diverse communities from India, Pakistan, Bangladesh, Albania and China on immigration and community issues. They use various diverse television channels, radio stations, charities, community leaders, religious leaders and social media outlets to reach ethnic communities to promote their message. By working with the HO we will reach a more diverse audience when educating the community about Fraud and Cyber Crime. This relationship will help us gain a better understanding of issues effecting minority cultures, identify new patterns of fraud and it will help us to reach these communities with our Cyber Fraud safeguarding campaigns.
- 1.4 **Prayer Room:** CoLP has reviewed the Prayer rooms and a Pregnancy Room facilities. It was noted that there were some improvement that could be made in terms of signage and accessibility. The Force will be promoting the Prayer and Pregnancy Room around the buildings using signs and symbols. A Diversity Library with books on well-being, religion and mindfulness will be made available to all staff to aid learning and development.
- 1.5 **Networking:** The E and I Manager is facilitating networking with the Equality Leads from other Police Forces and law enforcement agencies. The Metropolitan Police Service (MPS), British Transport Police (BTP) and the Home Officer Diversity Team have all agreed to work with the City of London Police on Equality & Inclusion issues. In April the E and I Manager met with the Equality Team from Thames Valley Police (TVP) to discuss working together and sharing processes. The E&I Manager has been liaising with the Police Committee Lead Member for Equality and Inclusion on a regular basis to ensure transparency, oversight and scrutiny. An E&I work plan will be

implemented for the E&I Manager to help maintain a fair and balanced approach to internal and external processes.

- 1.6 **Apprenticeships:** Apprentices have joined CoLP and they are currently working in various roles including the Stables and our HR department. We will be requesting an Apprentice to work with the E&I Manager because this role will provide the apprentice with good learning opportunities and skills. It will also be a perfect opportunity for E&I Manager to learn from the Apprentice and share ideas and thoughts.
- 1.7 **Measuring:** It is important to measure how our services are being used and how effective they are. We have a number of schemes in place to support our staff. It is important to follow up on our initiatives to ensure they are cost effective in terms of time and resources. Measuring will help us understand our staff and community better and meet their needs. The intention is to monitor uptake of certain services such as Occupational Health for example and analyse any trends on usage. By analysing data we will be able to see what works in terms of promoting services for example and if and how we could do this better by looking at other forces.
- 1.8 **Equality & Inclusion Forum:** The E&I Manager has implemented a new Equality & Inclusion Forum that she will be chairing for the Staff Support Networks (SSN) and the Unions. The aim of this forum is to inform the group about the work the E and I Manager has been doing and to hear from each SSN and Union representative on their areas of work. Each Representative will be asked to share the current issues they are dealing with and the work that they have done. This will allow the group to recognise any emerging patterns, behaviours or issues and to collectively strategise on ways to resolve or escalate the issues. The Forum will not only be open to internal departments but the intention is to also open it up to external departments such as City of London Corporation and other partners who help to deliver services, to promote or share the work that they are doing with the group.
- 1.9 **Equality & Inclusion Board Meeting:** The Equality & Inclusion Board meeting took place on the 15th May 2018. This meeting brought the Board up to speed on current work streams; a proposal for a new Staff Support Network, the Men's Network, was introduced and a request for funding was considered. The changes to the Force Diversity Champions was put forward as an action for discussion. The aforementioned Equality & Inclusion Forum was introduced and the collective views from the Forum were put forward. Membership for the Employers Network for Equality and Inclusion (ENEI)¹ was put forward for discussion and funding was requested. More detail on some of the work streams can be found below paras 1.11-1.15.
- 1.10 **Gender Pay Gap Data:** Published recently, this data compares hourly rates of pay and any bonuses staff may receive by gender, seeking to expose any imbalance. The national Gender Pay Gap data for Police Civilian Support Staff

¹ <https://www.enei.org.uk/>

was prepared by City of London Corporation HR². A request has been made to the City of London Corporation for the Gender Pay Gap data for Police Civilian Support Staff to enable us to measure ourselves against *other Police Forces*. Out of 46 Police Forces, we had the second lowest gender pay gap for *Police Officers* (medium hourly rate of 0.3%) after Cleveland Police Force. We will use our report results to understand levels of gender equality in our Force, balance of male and female employees at different levels and how effectively talent is being maximised and rewarded.

The Gender Pay Gap data for Police Officers has been prepared by HR Payroll and the data is below:

Gender Pay Gap data for City of London Police Officers only

Statutory part of template (data that must be provided under the Equalities Act)				Possible extra data for local collection by London							
Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay			Gender pay gap - women's pay as a percentage of men's pay	Hourly rate of women	Hourly rate of men	Difference £				
	Mean hourly rate	2.7%						102.7%	22.74	23.37	0.63
	Median hourly rate	0.3%						100.3%	21.42	21.48	0.06
Pay quartiles											
	Women	Men	Total								
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	18%	82%	100%								
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	25%	75%	100%								
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	15%	85%	100%								
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	36%	64%	100%								
Bonus pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus			Bonus Gender Pay Gap - women's bonus as a % of men's bonus	Bonus pay of women	Bonus pay of men	Difference £				
	Mean bonus	22%						122.2%	250	321.23	71.23
	Median bonus	0%						100.0%	250	250	0
Bonuses paid											
	Women	Men									
Who received bonus pay	1%	1%									

1.11 **The Men's Network:** Men represent around 75% of Officers and 45% of our civilian staff. The City of London Police currently have Networks for LGBT, Women, Health & Well-being, Disability, Muslim, Christian/ Force Chaplin. Having engaged with a number of male staff and SSN representatives, it is recognised that some men do not identify with the current SSNs and there is reluctance to engage. By introducing a Men's Network it will provide all staff with a SSN that they could relate to and it will create a more inclusive working environment. The aim of the Men's Network is to promote the well-being of all men in every aspect of their life and provide them with a voice. It is important to the City of London Police that every staff member feels valued and represented. The Men's Network will focus on every aspect of a man's life, not just his role at work. The City of London Police recognise that its male staff

² UK Gov.UK Gender Pay Gap Reporting <https://gender-pay-gap.service.gov.uk/Viewing/employer-details?view=bonus-pay&id=RbqHA0pM2zrqgDMAAm3bCw%21%21>

may have numerous roles such as father, partner, son, carer, and co-parent. Statistics show that men are 3 times more likely to commit suicide than females. Men are less likely to recognise the signs of domestic violence, harassment and psychological abuse or abuse that is culturally associated with women. Men are also less likely to visit a doctor for any medical illness or recognise a symptom of mental illness and are less likely to talk about their issues or concerns. In light of this, the Men's Network will focus on issues that promote general well-being of all, but it will focus on areas where men might feel disadvantaged or require more support and understanding. Some issues can be sensitive and it is important to create an environment where men feel comfortable to ask questions and learn about key issues.

- 1.12 **Staff Support Networks (SSN):** The E&I Manager has met with most of the City of London Police SSNs and has asked to meet with them once a month to discuss their activities and how they can collaborate with each other on joint ventures. This meeting will give the E&I Manager an opportunity to provide an update and to discuss any issues. The E&I Manager will also network with other SSNs in other Police Forces. The aim is to develop and promote our SSNs so they feel supported and stronger when united. We do not have a Sikh, Hindu or Jewish Staff Support Network at the CoLP. The Metropolitan Police Service Sikh Association have already agreed in principle to extend their membership to City of London Police staff/officers and we will maximise opportunities to connect staff with other faith networks.
- 1.13 **Diversity Champions:** CoLP previously appointed 7 Department Heads as Diversity Champions. The roles are up for a review to maintain momentum. Only three Diversity Champions are in a position to continue in their role. The other Champions unfortunately could no longer make this commitment due to workloads and changes in roles and responsibilities. The recruitment of new Diversity Champions will be put to the E&I Board which takes place on 2nd May 2018. The E&I Board will be tasked with discussing whether it would be beneficial to recruit more than one Diversity Champion for each protected characteristic and change the criteria to an expression of interest from any grade/ rank of staff. The aim of the change is:
- To create an inclusive environment that recognises that championing equality can be achieved at any grade
 - Allows employees to work together on issues that unite them
 - Allows employees to learn about different areas of the business, which they may not normally have had an opportunity to see
 - Promotes transparency in the business. It will allow employees to understand how other business areas implement and manage equality. It will also allow staff to understand the challenges to business/ organisational need when implementing changes.
 - It will allow staff to develop objective as part of their PDR.
- 1.14 **ENEI Membership:** CoLP were previously members of the Employers Network for Equality and Inclusion (ENEI). Due to CoLP membership lapsing, a request to renew this membership will be made to the E&I Board to discuss the costs and the benefits. The membership promotes a range of benefits including advice, guidance and support on equality and inclusion issues from

expert specialists in this field. ENEI has an impressive reputation for working with its members to promote and achieve best practice on equality and inclusion in the workplace. The membership will enable us to develop and train staff using the ENEI workshops and training sessions.

2. Training and Development

- 2.1 **Custody Management Training:** This is currently being rolled out for new Sergeants. The E&I Manager took part in the 'Transgender People in Custody' session. The LGBT SSN provided funding to pay for a 'Transgender People in Custody' video that addresses the barriers transgender people face in an operational environment and how they would like to be treated. To support the learning and development, the LGBT SSN arranged for a Transgender person to deliver the session and discuss his experiences and raise awareness. The videos were used to educate staff and used as a discussion tool. A number of issues were raised and discussed. For example, having an Mx box on all of our forms for gender neutral people. Reviewing our current training for searching people.
- 2.2 **Niche:** This is the Forces single unified operational policing system that manages information in relation to the core policing entities: people, locations, vehicles, organisations (businesses or other groups), incidents (or occurrences) and property/evidence. Training has been delivered to all staff and it will replace the Unifi system. Niche Computer Data Recording System is currently being used by 25 UK Police Forces. It was implemented in October 2017 and is now live. We are looking to change some of the systems background colours so that they represent the Force. The E&I Manager was asked by Stephen Morran to advise on this. A guide on diversity with computer systems (which looks at colours, fonts, sizes etc.) was provided and we will be looking at getting a focus group to review the system to see if it complies with guidelines.
- 2.3 **NPCC Workforce Plan 2017 – 2025:** National Police Chiefs Council (NPCC) has circulated the draft version of the Equality & Inclusion Workforce Plan 2017 – 2025 to all Police Forces and are seeking feedback. After consultation with HR on this draft, it was noted that the City of London Police is working towards the current direction. The NPCC Workforce Plan is to be circulated by HR to all the HR Senior Managers in advance of their next meeting. The HR Senior Managers will identify the areas of the national Workforce Plan they are working on to attribute the Actions to their business area. This information will be collated by the E&I Manager at the HR Senior Managers Meeting and it will be circulated to relevant groups and to the E&I Board. Regular updates are being provided to the Town Clerk's Senior Policy Officer and Members will be updated as part of this report.
- 2.4 **Equality Standard Data:** The E & I Manager is currently working to update the relevant statistics and reports published on the Force website in relation to equality. These do require updating as a priority, and this is in hand in liaison with HR Services.

3. Community Engagement

- 3.1 **Professional Standards:** The Professional Standards Department (PSD) is looking to reach out to more communities who receive policing services by communicating their processes in other languages. The E&I Manager is currently liaising with other Police Forces to see how they reach out to their diverse communities on their complaints processes. Most forces communicate using the English Language and Welsh Police Forces produce posters in Welsh and English. After consultation it has been decided that PSD will advertise their own Complaints Process in other languages. The top five foreign languages spoken in Custody are Albanian, Romanian, Spanish, Polish and Arabic. Posters and leaflets will be created and advertised in custody, front office and local community centres and businesses. The complaints will be reviewed to see if there has been an increase in complaints from communities that speak these languages.
- 3.2 **London Village Network:** The E&I Manager has reached out to Student Unions and community groups to help increase the diversity in our Stop & Search Adult and Youth Community Groups. A Youth Worker from the London Village Network met with the E & I Manager to discuss working with the Police. The Youth Worker was reluctant to engage with the Police due to the negative perceptions they had. The E&I Manager attended their Youth Meeting the following evening and shared her own experiences as a youth which had provided her with a unique skill-set and her experiences in law enforcement provided her with skills that she had not been able to gain due to her cultural upbringing. The talk provided us with a platform to discuss the various careers in policing and how we never stop learning. Useful contacts and networks were established to help us with community engagement. Due to the Youth Group being located in Kilburn, it was decided that we would try to reach Community Groups nearer the City of London's geographical area.
- 3.3 **Y-Stop:** Is a community group that specialises in Stop & Search and protecting people's rights. They have created campaigns to provide advice on the rights of a people who have been stopped by the police under Stop & Search. The E&I Manager met one of the Youth Workers at Y-Stop to promote community engagement and to talk about Stop & Search. The meeting was positive and one of the outcomes is that an informal agreement has been reached where both organisations will work together to get a better understanding of each other. The Youth Worker recommended the City of London Police to another Community Group based in Kings Cross called 'Kings Cross Brunswick Neighbourhood Association' (KCBNA.org.uk). KCBNC work with communities by providing activities for the communities to attend. They have an Older Peoples Group, Youth Team, Bangladesh Community Group, Chinese Community Group and a Somali Community Group. A meeting is due to take place in May with a KCBNA Youth Worker.

4. Conclusion

The Force will continue to work on Equality and Inclusion issues, with the aim of embedding them into the culture of the Force by creating an inclusive environment. The Force will move forward by learning from others through positive engagement. Regular reporting to your Committee ensures a scrutiny process is in place that holds the Force to account on its performance in this important area.

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Committee(s):	Date(s):
Police Committee	24 May 2018
Subject: Special Interest Area Scheme 2018/19	Public
Report of: Town Clerk and Commissioner of Police Report author: Alex Orme	For Decision

Summary

This report sets out arrangements for the Police Committee Special Interest Area (SIA) Scheme for 2018/19 and requests Members to confirm appointments to each of the areas. The Scheme (attached at Appendix A) informs of key developments in each of the areas over the past year, highlighting where Member involvement has made a difference. It also gives an overview of the priorities for each special interest area over the next twelve months to assist the individual Lead Members to better scrutinise progress and measure success.

Recommendations

It is recommended that-

- (a) the Special Interest Area Scheme 2018/19 (attached at Appendix A) be agreed, noting in particular-
 - a. the achievements in the year 2017/18,
 - b. the key priorities identified for the year 2018/19,
 set out in the respective area reports;
- (b) Lead Members be appointed for each area in the Scheme.

Main Report

Background

1. The Police Committee has operated a Specialist Interest Area (SIA) Scheme since 2007 in accordance with the terms set out in Appendix A (page 1). The purpose of the Scheme is for Members of the Committee to have oversight of specific areas of City of London Police work and gain expert knowledge and expertise, thus enhancing the Committee's scrutiny and performance management role.

2. The Scheme operates through a direct liaison between lead officers at Force and Members. A contact in the relevant area of business is tasked to make regular contact with their respective SIA Lead Members, keeping them informed of developments or issues which may arise throughout the year.
3. Lead Members are also expected to oversee the work that takes place, challenging and following up issues where necessary. Lead Members are encouraged to raise issues at the Grand Committee where appropriate to ensure that appropriate action is taken. The objective of the Scheme is not to give an 'operational' role to Members; instead, it is intended to boost the support which the Committee provides to the Force in delivering outcomes.

Current Position

4. Members have maintained a significant interest in their areas over the past year and the feedback received on the operation of the Scheme in 2017/18 was very positive. Members have good working relationships with their Force contacts and are developing greater technical knowledge and expertise in their respective areas as well as following up issues more closely. Key achievements for each of the areas have been highlighted in the respective reports of the Scheme attached at Appendix A.
5. As it is customary every year, Members are asked to review the operation of the Scheme to ensure that the areas are appropriate for the Committee's business. For 2016/17, Members agreed to the creation of the Safeguarding & Public Protection SIA. This covers oversight of the ICV Scheme, support for victims of crime, safeguarding and the protection of vulnerable persons.
6. There are no recommended changes to the 2018/19 Scheme.

Consultees

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

Conclusion

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

Background Papers:

Report on Special Interest Area Scheme to the Police Committee, 19 May 2017

- **Appendices** [Appendix A – Special Interest Area Scheme 2018/19]

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APPENDIX A

City of London Police Committee

Special Interest Area Scheme

2018/19

INTRODUCTION

Aims & Objectives

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

How the Scheme will work

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

THE 2018/19 SCHEME

Proposed changes

8. The areas below take account of the priorities for 2018/19 in terms of policing activity and are designed to distribute the Committee's workload more evenly amongst Members.

Areas	Recommendation
Business Improvement, Performance & Risk Management	To continue & to retain alignment with Chairmanship or nominated representative of the Performance and Resource Management Sub-Committee
Strategic Policing Requirement Overview	To continue
Professional Standards and Integrity (& Human Resources)	To continue and retain the alignment with Chairmanship of Professional Standards and Integrity Sub-Committee
Equality, Diversity & Human Rights	To continue
Counter Terrorism	To continue
Economic Crime and Fraud (& Cyber Security)	To continue and retain the alignment with Chairmanship of Economic Crime Board. The role covers oversight of Cyber Security.
Accommodation	To continue
Community Engagement & ASB	To continue
Public Order	To continue
Road Safety (& Casualty Reduction)	To continue
Safeguarding & Public Protection (Vulnerability & ICV Scheme)	To continue.

Business Improvement, Performance & Risk Management

Lead Member for 2017/18

Deputy James Thomson/Andrew Lentin

Officer contact

Stuart Phoenix, Head of Strategic Development 0207 601 2213

Business Improvement

Developments in 2017/18

Implementing the recommendations made by Her Majesty's Inspector of Constabulary, Fire and Rescue Services (HMICFRS) remains a key component of business improvement. In common with recent years, 2017/18 has been a full year from an HMICFRS perspective, detailed below. The Police Committee Lead, Deputy Doug Barrow, was replaced as Chairman of the Performance and Resource Sub Committee by Deputy James Thomson in May 2017, who has since played a key role in the refinement of Force processes relating to this area.

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

During 2017/18 the Force was inspected in the areas of Efficiency (which was graded 'Good'), Legitimacy (which was graded 'Requires Improvement') and Effectiveness (which was graded 'Good').

2018/19

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

2018/19 will see a change in how HMICFRS approaches inspections. The 'PEEL' Inspection regime (Police Efficiency, Effectiveness and Legitimacy) is being replaced by the 'Integrated PEEL Assessment', which will entail the Force undergoing one inspection instead of three. Whilst this is likely to reduce demand in some respects, it will still cover the same subject areas, however, those areas to be closely scrutinised will be based on risk by HMICFRS. It was anticipated that Force Management Statements, which forces must produce this year for the first time, would inform the Integrated PEEL Assessment, however, HMICFRS have decided that the versions produced this year will not be used for this purpose.

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

Performance Management

As with Business Improvement, Deputy Thomson has been a key individual in shaping how the Force reports on its delivery of Policing Plan Priorities for 2017/18.

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

2017/18

The Force will continue to refine its approach to reporting performance so that it meets the needs of the Sub Committee, and evidences more effectively the impact its activities are having on areas of criminality.

Risk Management:

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

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

2018/19

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

Strategic Policing Requirement Overview

Lead Member for 2017/18

Deputy Henry Pollard

Officer contact

Stuart Phoenix, Head of Strategic Development 0207 601 223

Background

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

Achievements in 2017/18

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

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

Overall, HMICFRS found the Force has good specialist capabilities and effective arrangements in place to ensure it can fulfil its national responsibilities. The area was left 'ungraded', as it was for every force due to the sensitive nature of the area being assessed and HMICFRS not wanting to place vulnerabilities in this area in the public arena. If HMICFRS had any issues with specific concerns around a force's ability to fulfil its obligations in this area, they undertook to write to the Chief Constable and Police and Crime Commissioner to detail those issues. City of London Police has not received any such letter. None of the areas for further improvement cited in the report relate to SPR areas.

City of London Police's commitment to supporting the SPR has been retained in the revised policing plan (2017-2020), which has been updated for the 2018/19 financial year.

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

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

Deputy Pollard has met with the Head of Strategic Development to review the work that has been completed to ensure the Force can fulfil its SPR obligations.

2018/19

It is likely that the SPR will continue to feature in the Integrated PEEL Inspection under the guise of 'specialist capabilities'. It will also continue to feature prominently in the Force's Strategic Threat and Risk Assessment (STRA).

The national agenda for specialist capabilities, and the role played by individual forces in the delivery of those specialist capabilities is still being scoped by the National Police Chiefs' Council.

Professional Standards, Integrity and Human Resources

Lead Member for 2017/18

Alderman Alison Gowman

Officer contact

D/Supt. Maria Woodall, Head of PSD 020 7601 2203

HR Director, Julia Perera 020 7601 2230

Head of Strategic Development, Stuart Phoenix 0207 601 2213

Professional Standards and Integrity Sub Committee:

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

Alderman Gowman and Sub Committee members have continued to drive improvement of the PSD reporting documents following the initial recommendations of their review. The Chair and the members have been consistent in their challenge and scrutiny of PSD investigation standards and the PSD quarterly report to the Sub-Committee. They provide independence and objectivity, ensuring that PSD investigations are open, fair and proportionate.

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

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

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

PSD continues to actively support the COLP Leadership Development Programme which seeks to empower and enable creative leaders and develop staff. Within the department there are Leadership Coaches and Facilitators.

PSD actively supports the education of colleagues in respect of standards. Staff from the Complaints and Misconduct Team deliver presentations on all induction courses. Presentations have also been delivered to custody sergeants, uniformed groups, the Special Constabulary and the Tactical Firearms Group.

In September, the College of Policing held the inaugural 'Heads of Professional Standards and Appropriate Authority Development Course' at Harperley Hall in Co. Durham. Two members of the SMT attended this course ensuring that CoLP PSD decision makers have been professionally trained to the highest level currently available from the College of Policing.

PSD sent three delegates to the Professional Standards & Ethics Conference 2017 at Stratford-upon-Avon. At the conference the Home Office delivered a presentation about the forthcoming impact of the Policing and Crime Act 2017, Dame Anne Owers (former Chair of the Independent Police Complaints Commission, IPCC) shared her view of how the police could improve the complaints process and valuable learning was gained from case studies and other presentations about improving our business. Of particular note was the work of Kent Police's and the Metropolitan Police's cultural shift from blame to learning. This has given rise to CoLP's ambition to do the same.

In March 2018, the Director hosted a PSD Team Strategy Day which was attended by all departmental staff and Assistant Commissioner, Head of HR Business Partnerships and the Policy and Projects Officer of the Police Authority. The theme for the day was how to work together efficiently and effectively to deliver a cultural shift from blame and sanction to learning and improvement. It was a great success and will give rise to an action plan to guide our work in the coming year.

PSD and Human Resources (HR) now meet monthly and compare the outcomes of meetings and hearings on a yearly basis to ensure consistency in approach and sanction between police officer and police staff.

Key Issues for 2018/19:

- PSD is prepared for a move to New Street accommodation this summer. The facility and logistics of holding misconduct meetings in public still poses a problem for PSD. The new accommodation will include the facility to hold misconduct meetings, in public, on the premises.
- While the SMT had considered the current structure to have been adequate, the Director is reviewing this in association with HR and Directorates, ensuring that PSD is able to maintain effectiveness and performance while responding to the recommendations of HMIC and other national requirements in areas such as Vetting.
- The HMICFRS inspection this year is expected to incorporate a focus on counter corruption. Previous reports have highlighted the need for an enhanced proactive capability within the COLP Counter Corruption Unit (CCU). The SMT is currently exploring options to increase the efficiency and effectiveness of the CCU particularly in respect of closer working relationships with the other London forces. The Home Office and Independent Office of Police Conduct (IOPC) will understandably continue to focus on accountability, corruption and abuse of authority.
- Inception of the IOPC (formerly the IPCC), now led by a Director General (Michael Lockwood), who took up post in October last year.
- Home Office reform of the police complaints and disciplinary systems. This is expected to move the focus of these processes from one of 'blame and sanction' to one of 'learning and improvement'. The Director is working with colleagues to bring about this change of culture in support of the Force ambition to deliver an exceptional policing service.

- Policing and Crime Act 2017– The Force does not envisage the major changes under the Act to be implemented until early 2019. Force Appeals will move to the Local Authority (The Common Council). The Town Clerk’s Office and PSD Appeals Officer are working together to prepare for the changes, however this is subject to the details being published by the IOPC in their forthcoming Statutory Guidance.

The full impact of the changes to the recording of complaints or dissatisfaction will be considered when the detail is available in Statutory Guidance. However, it is anticipated that there will be an increased burden on both the Force and the Local Authority e.g. all expressions of dissatisfaction will need to be recorded even if the Force decides to take no action (currently such matters are not recorded). An appeal against a decision to take no action would have to be considered by the Local Authority.

- Changes to Police regulations are expected to be introduced in 2019 to coincide with the overhaul of the disciplinary system.
- The force is seeing an increasing use of Judicial Reviews (JRs) both to challenge our decisions and for PSD to challenge some decisions made by the IOPC. In 2017-18 we have had an application for JR against IOPC turned down by the court and another we settled prior to the application proceeding. The Force is currently making an application to JR an IOPC decision to direct us to hold a misconduct hearing where we believe the evidence does not justify such a direction. We anticipate a further JR application from an IOPC independently investigated case where the Force is likely to be directed to hold a misconduct hearing. It is expected that the need to JR the IOPC in such circumstances will diminish in 2019 as the IOPC will be empowered to conduct misconduct hearings themselves.
- Two-way confidential reporting has been in place in the Force for almost a year. This has placed an increase in demand on the Counter Corruption Unit (CCU). There have been 55 concerns raised through this system, each of which has required some investigation.
- October 2017 saw the long-awaited introduction of the new College of Policing Authorised Professional Practice (APP) for Vetting and the Vetting Code of Practice. This was pre-empted by CoLP vetting and as such was compliant with the Code and APP. Nationally, there is still some challenge to aspects of the APP which vetting are monitoring and engaging on where appropriate.
- There continues to be a high demand on vetting from transferees and new recruitment of both officers and staff. A number of changes and development within the force has also placed a demand for the vetting of contractors to support the accommodation and Know Fraud programmes. In addition to this, Action Fraud have a continued demand for staff at their call centre. This is being managed with support and funding from Action Fraud for two years for a dedicated Vetting Assistant to meet Action Fraud requirements.
- Resources and staffing issues. PSD is recruiting new staff to fill existing roles that have been vacated. These changes will have an inevitable impact on continuity and relevant expertise in

dealing with Misconduct, Complaints and Corruption, Vetting and the provision of administrative support. PSD continues to support the COLP STRA process through which the Director is able to highlight areas where demand exceeds existing resource capacity.

- The Force is embarking on the TRANSFORM programme which will change the way the organisation does business to deliver the Corporate Plan 2018 – 2023. PSD will work to support this both in terms of maximising the efficiency of our team and as a critical friend for colleagues.
- Following the successful launch of the quarterly Professionalism Bulletin, the Director is working with Corporate Communications to develop a communication strategy for PSD, the purpose of which is to demonstrate openness and accountability to colleagues and break down communication barriers. Corporate Communications have allocated a member of staff as the single point of contact for this work.

Equality, Diversity and Human Rights (EDHR)

Lead Member for 2017/18

Lucy Sandford

Officer contact

Kam Dhaliwal Equality & Inclusion Manager 0207 164 8212

Overview 2017/2018

The year ahead was planned to embed equality and inclusion in the forces culture and processes. T/Insp Conigliaro created the City of London Police Workforce Plan 2017 - 2020 to ensure we have a detailed understanding of the workforce today – in terms of numbers, skills and demographics – and that it understands the pressures which will impact on the workforce in the future. Documents and reports were referenced to understand the community and its policing needs.

Our Force

The current establishment of the City of London Police allows for 728 officers and 468 staff, and we currently employ 681 officers and 407 staff. Approximately a quarter of our officers and 45% of our staff are female, whilst 6% of our officers and at least 20% of our staff come from a BAME background. 134 officers are eligible to retire over the next 4 years, and we anticipate that the vast majority will take up this option. Due to retirements, resignation and other reasons, the turnover rate for police officers is historically approximately 8%, with the economic crime directorate suffering the most from voluntary resignations by officers.

Compared nationally, City of London Police has been successful in creating a diverse workforce within the police staff members. BAME representation amongst officers whilst matching national averages, still fails to be truly representative of the surrounding communities. The force is committed to increasing its proportion of underrepresented groups at all levels within the organisation with specific reference to BAME staff and Women at senior ranks and grades within the force.

Out of 46 Police Forces, we had the second lowest gender pay gap for Police Officers after Cleveland Police Force. We will use our report results to understand levels of gender equality in our Force, balance of male and female employees at different levels and how effectively talent is being maximised and rewarded.

Our Community

The Community we serve is unusual when compared to other forces. We police a square mile that predominately consists of people who are transient and travel into the area for work and tourism. Approximately 28% of residents either reside in the City full-time or they have two homes, with the City home being their working home rather than the family home. The largest non-white group in the City of London are Asian accounting for 12.7% of the resident population, primarily in one small ward to the East of City.

Training & Developments

2017 was a challenging year for Equality and Inclusion with the introduction of the Niche (Policing Computer System) and providing more policing resources to combat counter terrorism nationally. From February 2017 all non-mandatory training was put on hold to ensure all staff had received Niche training. Niche training was delivered to all staff in stages to help assist with the learning and development. The training was successfully delivered to all staff and Niche was introduced in

October 2017. During 2017 we dealt with counter terrorism attacks in London and we provided policing resources nationally. This led to T/Insp Conigliaro being moved to a front line operational role to help us assist in providing support. Unfortunately, the Equality and Inclusion role was vacant for some months and the fantastic work that T/Insp Conigliaro had started, had to be put on hold.

The Police Committee SIA Lead highlighted the need for the Equality and Inclusion role to be filled by a Police civilian staff member rather than an operational officer, to help maintain consistency in the role. The SIA Lead's recommendation was implemented, and a new Equality and Inclusion Manager was recruited to the role. Kam Dhaliwal was appointed in October and she started her post in January 2018. Kam is very enthusiastic about equality and inclusion and she is looking forward to working with the Police Committee SIA Lead and HR team.

Priorities for 2018 – 2019

T/Insp Conigliaro completed valuable work to help us understand how equality and inclusion is currently reflected in our force and community. This work will help us to deliver achievable results that are sustainable and will enable us to be an inclusive workforce and community. Some new initiatives are being introduced and some are being brought back. Our processes are being reviewed and changed to allow flexibility and improvements. Kam, SIA Lead and the HR team will work together on a number of key projects in the pipeline.

Equality & Inclusion Meetings: Two Equality and Inclusion meetings will be introduced in April and May 2018. The Equality & Inclusion Forum is being introduced in April 2018. The aim of this forum is to discuss the work Kam has been doing and to hear from each Staff Support Network (SSN) and Union representative on their work. Each Representative will be asked to share the current issues they are dealing with and the work that they have done. This will allow the group to recognise any emerging patterns, behaviours or issues and to collectively strategise on ways to resolve the issues. The Forum will be open to internal and external departments to promote or share the work that they are doing with the group. The collective voice of the Equality & Inclusion Forum will link into the Equality & Inclusion Board.

The Equality & Inclusion Board meeting is being re-introduced in May 2018. The Equality & Inclusion Board will continue to monitor performance of the force and Lucy will be present at the boards to see how the force is performing. The Police Committee SIA Lead will be included in the updates relating to the work of the staff support networks and how this links into the wider force objectives around equality and inclusion. The team will continue to seek best practise from other forces, and work collaboratively to make our working practises better in respect of equal opportunities. The compulsory consideration of Equality Impact Assessments and the necessity to include our Police Committee SIA lead member on the consultation process where applicable will continue to ensure transparency.

Community Engagement & Consultation: We are networking with other police forces, government organisations, community groups, schools and charities to help us build healthy relationships and assist with learning. We are looking to attract a more diverse community group that challenges us. We are working together to help increase publicity, awareness and the benefits of community engagement. This will allow us to understand the barriers, community perceptions and concerns.

National Police Chiefs Council (NPCC) Equality & Inclusion Workforce Plan 2017 – 2025: The workforce plan focuses on Leadership & Culture, Attraction/Recruitment, Progression Delivery, Wellbeing & Fulfilment and Exit from Service with Dignity. HR and Kam have consulted on this draft and it was noted that the City of London Police are working towards the current direction. HR have a number of Equality and Inclusion strategies that complement the NPCC Workforce Plan.

HR – Equality & Inclusion Aims

- Regular staff engagement tools including staff surveys to assess employee engagement and identify opportunities for improvement;
- Focus groups to discuss results and take action;
- Internal employee communications plan including ‘Ask the AC’ and Chief Officer visibility;
- Staff Association engagement through partnership working;
- Mentoring Scheme to support officers and staff with their professional and personal development;
- Review of our reward policy to ensure that good work and initiatives are appropriately recognised;
- Implementation of a streamlined process to support individuals requiring reasonable adjustments;
- Provide guidance to line managers on how to support staff with a disability both prior to and after joining the Force;
- Annual review of exit interviews to identify trends of individuals leaving the organisation, particularly amongst under-represented groups;
- Introduction of Wellbeing Framework;
- Retention Strategy;
- Talent Development Strategy.

Counter-terrorism

Lead Member for 2017/18	Deputy James Thomson
Officer contact	Detective Superintendent Dermont Robinson, Crime Directorate

CoLP Special Branch (SB) continues to lead on the collation and development of intelligence related to terrorism and domestic extremism and to investigate all instances of potential terrorist activity in the City. Counter Terrorist Security Advisors (CTSA) continue to provide expert security advice to enhance the protective security of the City.

2017 was a unique year for the UK mainland with 5 terrorist related attacks, others disrupted and the threat level raised to Critical on two separate occasions.

CoLP is well integrated into National and London structures and COLP SB attended all scheduled and extraordinary Security Review Committee (SRC) meetings throughout 2017/18. These meetings, led by the MPS, comprise national membership and take place at least fortnightly.

This integration ensures CoLP access to timely, accurate intelligence which SB updated to each CoLP Gold Group meeting during the heightened threat, informing coordinated, proportionate police deployments and appropriate information sharing with partners & communities.

Following the rise in threat level to Critical after the Parsons Green attack, SB prepared and supported the implementation of special measures for Stop and Search under Section 47a of the Terrorism Act 2000. This requires senior authority and provides more extensive powers to officers.

During 2017-18 the SB Fixed Intelligence Management Unit (FIMU) received 5351 separate items, as the single point of entry into CoLP for all Counter Terrorism/Domestic Extremism matters. 1041 of these were further developed into intelligence or investigations.

SB continues to monitor the threat from Northern Ireland Related terrorism, albeit the threat level to the mainland UK was reduced to Moderate on 1st March 2018.

229 Operation Lightning reports (potential hostile reconnaissance) were received and investigated during 2017-18; an increase of 39% on 2016 and the highest level since 2009. No investigations are outstanding; all have been investigated fully.

Reporting peaked in June following the terrorist attacks at London Bridge / Borough Market and Finsbury Park. We also saw increased reporting in March, May and September coinciding with the attacks at Westminster Bridge, Manchester and Parsons Green.

During 2017 SB delivered a total of 664 briefings to internal and external audiences, including general threat advice to businesses and guidance to officers and staff before deployment.

The out of hours SB on-call cadre responded to 50 requests for bespoke CT assistance or advice outside core business hours. Whilst fewer than in 2016 this reflects that, during 2017, SB was staffed 24/7 throughout periods of heightened threat providing advice and guidance regularly.

Detailed threat assessments have been compiled for 116 high profile events and state visits, informing the policing plan for each and allowing a proportionate and effective response.

Project Servator

Project Servator officers continue to see excellent results within the City and have hosted UK and international forces keen to learn about the project. Specially trained CoLP officers regularly work

with the Metropolitan Police Service, British Transport Police and Ministry of Defence Police in unpredictable, intelligence-led deployments across London.

As the original pilot force (2014) and the national lead for training and supporting other forces, CoLP has received additional funding for 2018/19 to create the National Project Servator Team (NPST), taking over coordination from the Centre for the Protection of National Infrastructure (CPNI). The NPST will train, accredit and support other forces to instigate and maintain Project Servator.

Counter Terrorism Security Advisors (CTSA)

It has been a challenging period for the CTSA team, managing the impact of terrorist incidents and the inevitable demand for protective security advice. After the London Bridge attack a CoLP Inspector was posted to the Metropolitan Police Service (MPS) Protective Security Office to support a pan London response and ensure CoL representation.

A new CoLP Inspector post responsible for Protective Security and the CTSA's was created in July 2017. The new role has meant much closer and collaborative working between CoLP and the City of London Corporation (COLC) to review security at key sites, our public spaces and our events. The post holder is also a Counter Terrorism Security Coordinator for major events.

The CTSA's experienced reduced staffing levels, with 2 vacancies for most of this period, mainly due to vetting delays; these have been overcome taking the team to a full complement of 1 Inspector, 1 Sergeant and 5 CTSA's. There will be a period of development as new staff undergo the 18-month accreditation process, and existing CTSA's complete their accreditation.

CTSA's continue to support our business community maintaining an excellent reputation. Despite staff shortfalls they delivered against all priorities set by the National Counter Terrorism Security Office, as well as being integral in the consultation process for CoL public realm sites and new developments.

Whilst terrorist incidents have increased demand during the reporting period, the team has continued to deliver 'business as usual' requirements of Project Griffin, and more general CT awareness to the City.

Project Griffin (CT awareness raising) continues to be a key engagement opportunity for the force and in 2017/18 the CTSA's hosted 40 Project Griffin events, reaching an audience of 1507 people.

The CTSA section has also delivered 29 Project Argus table top events, reaching 1946 people.

2017/18 saw a further 42 CT Awareness events, reaching another 1416 people.

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

Since November 2016, the CoLC, CoLP and Transport for London have had an Anti-Terrorist Traffic Regulation Order (ATTRO) which can be used in urgent cases and for certain pre-planned events within the City of London's boundaries. Use was limited to the following;

- The 2016 New Year's Eve celebration
- The funeral of PC Keith Palmer at Southwark Cathedral (11 April)
- The IAAF Marathon event (6 August)
- The 2017 Lord Mayor's Show & Fireworks (11 November)
- Grenfell Tower Memorial Service at St Paul's Cathedral (14 December)

Looking ahead

The terrorist threat to the UK is becoming more diverse and multi-dimensional with a growing threat from right wing extremism and this is likely to continue throughout 2018.

The need for a 'whole society' response to countering extremism will become more important and our joined-up approach with industry and the CoL business community will become even more important.

CoLP SB will fully embed the National Common Intelligence Application, the single national IT system.

Police Authority Support

The Head of Counter Terrorism for CoLP meets with the Lead Police Committee Member, Deputy Thomson, regularly. We are grateful for Deputy Thomson's interest and support.

Economic Crime / Fraud

Lead Member for 2017/18	Simon Duckworth
Officer contact	T/Commander Dave Clark 020 7601 6743 DCS Glenn Maleary 020 7601 6925

Developments in 2017/18

City of London Police was part of a Cabinet Office led review into performance of national agencies involved in the investigation and prosecution of serious and organised crime. The Chairman of the Economic Crime Board, the Chairman of the Police Committee and the Remembrancer have provided instrumental support over the last year engaging with government and the Association of Police & Crime Commissioners in respect of the review and COLP's position as national lead force.

The outcome of the review is an economic crime reform programme led by the Home Office. The programme includes the creation of a National Economic Crime Centre (NECC) hosted in the National Crime Agency. This will lead and coordinate activities of law enforcement and the public and private sectors. COLP is fully supportive of the programme and has committed to contributing resources to the design and operation of the NECC. The Town Clerk is considering if the Corporation can also support the NECC through potential accommodation provision in 2019/20.

There has been substantial government and parliamentary attention on the effectiveness of the police response to fraud. The National Audit Office published a report on online fraud and an HMIC thematic inspection for fraud was commissioned by the Home Secretary. COLP chief officers gave evidence at Public Accounts Committee and Home Affairs Select Committee inquiries on behalf of policing. The Remembrancer's office provided support for the preparation of written and verbal evidence related to these inquiries.

The transformation programme for the new IBM contract for national fraud and cyber reporting has continued with the Corporation and Members providing vital support for the programme and assistance with legal and commercial issues that have arisen during the year. The new system is due to go live in spring 2018.

The Economic Crime Academy has secured new business in the public and private sectors both in the UK and abroad. The Academy secured agreement from the College of Policing to develop an elective fraud module within its PIP2 training programme (Professionalisation of Investigation Programme). The Academy will also hold the national register of accredited fraud investigators on behalf of policing. Members and the Corporation continue to raise the external profile and international reach of the Academy.

Additional funding was secured from the National Cyber Security Programme, and the Economic Crime Victim Care Unit (ECVCU) model has been rolled out in West Midlands and Greater Manchester. The ECVCU model has been developed in London with funding and support from MOPAC and the Town Clerk's department.

Throughout the year COLP received a number of ministerial visits to its Economic Crime Directorate, which were supported and/or facilitated by Members.

Priorities for 2018/19

- Maintain COLP's position, reputation and funding as the national police lead for economic crime
- Contribute to Economic Crime Reform Programme deliverables including working collaboratively with the National Economic Crime Centre to reduce the threat and harm from serious and organised economic crime
- Improve the national response to fraud by working with law enforcement, government and other partners to deliver key recommendations from the Public Accounts Committee, Home Affairs Select Committee and HMIC thematic review
- Work with policing to transform fraud capability and capacity through training and accreditation, tasking and coordination reform, regional collaboration and workforce planning and modernisation
- Deliver the new Action Fraud and NFIB contract demonstrating the benefit and value of the service to Police & Crime Commissioners, Chief Constables and other government stakeholders and develop the service to integrate with other data sources
- Encourage organisations to design fraud and cyber vulnerabilities out of systems and processes, and educate the public on how to avoid becoming victims of fraud and cyber crime

Accommodation

Lead Member for 2017/18

Deputy James Thomson

Officer contact

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

The City of London Police has continued to develop the accommodation strategy requirements in line with the principles agreed at the outset of the programme. Clearly, as the programme continues to develop the Force must respond to any new operational demands ensuring the concept plans for the new estate are cohesively aligned to these emerging requirements. Strategic Accommodation Board meetings continued throughout 2017, ensuring the key objectives of the programme were monitored and achieved. Regular meetings have also continued with the Chamberlain's office, the Police Authority, the City Surveyors, the CoLP Director of Estates and James Thomson as Lead Member. These engagements have all contributed towards collaborative and positive progress for the overall accommodation programme.

The Accommodation Programme is now regularly reported to the Police Committee receiving positive support from all members on taking the programme forward. Detailed reports are now also being developed as part of the new governance arrangements within the new Capital Buildings Committee.

Achievements in 2017/2018

During the past year:

The City of London Police has jointly continued developing the overall Accommodation Programme with the Chamberlain's office and City Surveyors. Significant concept design were developed regarding the overall proposed development of the Wood Street facility as the City of London Police Headquarters. However, a number of significant issues subsequently emerged.

Detailed negotiations took place between designers, planners and Historic England, as part of the pre-planning application process, in seeking to achieve a realistic design maximising the overall space that would be acceptable to all parties for the development. Unfortunately, officers from the LAC had not supported the proposed tower extension to 12 floors as they considered this to be deemed 'substantial harm' to the existing tower. Amendments were subsequently included within the design to now reflect the feedback from the various bodies within the planning documentation. Following final design considerations and Member approval, a planning application was submitted in March 2017.

Ultimately, the final design significantly reduced the overall space availability requiring substantial compromises from the Force. Upon review, these compromises were deemed operationally unviable and would have had too detrimental an impact upon the operating requirements for the Force going forward.

Corporation and City of London Police colleagues were then urgently tasked with seeking potential alternative options to the Wood Street facility. During this period, an additional opportunity arose regarding HM Courts Service. A joint programme initiative is now being explored to consider the co-location of HM Courts and City of London Police facilities on an adjacent site further to the west of

the City.

First stage feasibility scoping has indicated that the opportunity is viable upon the site identified. Members of the new Capital Buildings Committee considered the feasibility proposal from the architects in March 2018. At this stage, Members are keen for the next stages of the design development to be progressed encapsulating the requirements of HM Courts and the City of London Police with the added potential of some commercial development opportunities on the overall site.

Decant refurbishment works for the interim estate for the City of London Police has dominated the main programme during 2017. This continues to have a significant impact across the Force in preparing the decant readiness of the identified buildings and the potential disruption to police operations. Current estimates suggest the decant phase alone will require the relocation of approximately 50 operational teams, involving over 500 staff.

A number of key projects have continued involving detailed logistics planning of the accommodation programme within the Force. These include:

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

Priorities for 2018/2019

- Development of the detailed operational space utilisation plans for the City of London Police
- Agreement on the CoLP accommodation requirements for the future operating model of the Force
- Development of project groups and work streams for the programme
- Implementation of necessary refurbishment improvement works to the decant estate
- Mobilisation of CoLP decant works programme
- Implementation of logistics and moves programme to interim estate
- Approval and development of the Car Park facilities for interim operational use for CoLP
- Completion of Control Room project (Joint Contact and Control Room (JCCR))
- Detailed monitoring and forecasting of overall programme expenditure

Community Engagement & ASB

Lead Member for 2017/18

Lucy Sandford

Officer contact

T/Chief Insp Jesse Wynne 0207 601 2472

Achievements 2017/18

Engaging and Reassuring our Communities

Communities officers were deployed following the terrorist attacks this year, namely Westminster, Manchester, London Bridge, Finsbury Park, Parsons Green and the Murder of Jo Cox MP. This was to both to reassure our communities and assess whether any increased community tension is being experienced as a result. Officers were also deployed at key locations and transport hubs this year following attacks in Paris, Brussels, Hamburg, Barcelona and Finland as part of the pan-London response. Following these incidents there has been positive feedback regarding the visibility of officers and no increased tensions reported.

Reviewing how we engage with our communities

Working with the Safer Communities Project Team under the One Safe City Programme and Corporate Communications, the methods through which we engage with our communities have been reviewed and a proposal for improving our website and social media use produced for implementation in 2018/19. The Engagement Working Group continues to improve inter-department working across the force and with the Corporation of London and to ensure our engagement takes in the views of our partners.

Engaging our schools and our young people

A new Youth Independent Advisory Group has been formed through the Schools and Youth Officer, with the overall aim of providing a conduit between the force and the youth community, to ensure we represent the interests of those we serve and consider their input in our approach and delivery of policing services. Our Police Cadets continue to be a credit to the force and throughout the year have helped to support the City of London Police during operations such as the Lord Mayor's Show and crime prevention bike marking events. Two police cadets this year have become special constables. There is also a 'Mini-Police' scheme in development for primary school age pupils to be involved in a voluntary police youth scheme which will also have a cyber awareness element to the programme. The SIA Lead Member has expressed a concern that both the IAG and YIAG are not independent as they are run by the police. They are of the view that these groups need to be run by or supported by an external body. Ideally need to have public terms of reference and Job description/person specifications for roles on these advisory groups to encourage members of the public to take up these positions.

Community involvement in Project Servator

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

- Understanding the current threat
- Understanding hostile reconnaissance
- Recognising suspicious activity
- Situational awareness

- Motivating and de-motivating behaviour and impact on the hostile
- Project Servator messaging
- Supporting police deployments

Such has been the success of the pilot sessions in the City that 2017/18 has seen the development of a permanent national Servator team who are rolling our Servator training to forces nationwide lead by a Superintendent.

The local Servator team also continues to work daily with our local community with a dedicated team of 1 sergeant and 8 police officers.

Tackling and Preventing Anti-Social Behaviour (ASB)

ASB - Youths cycling

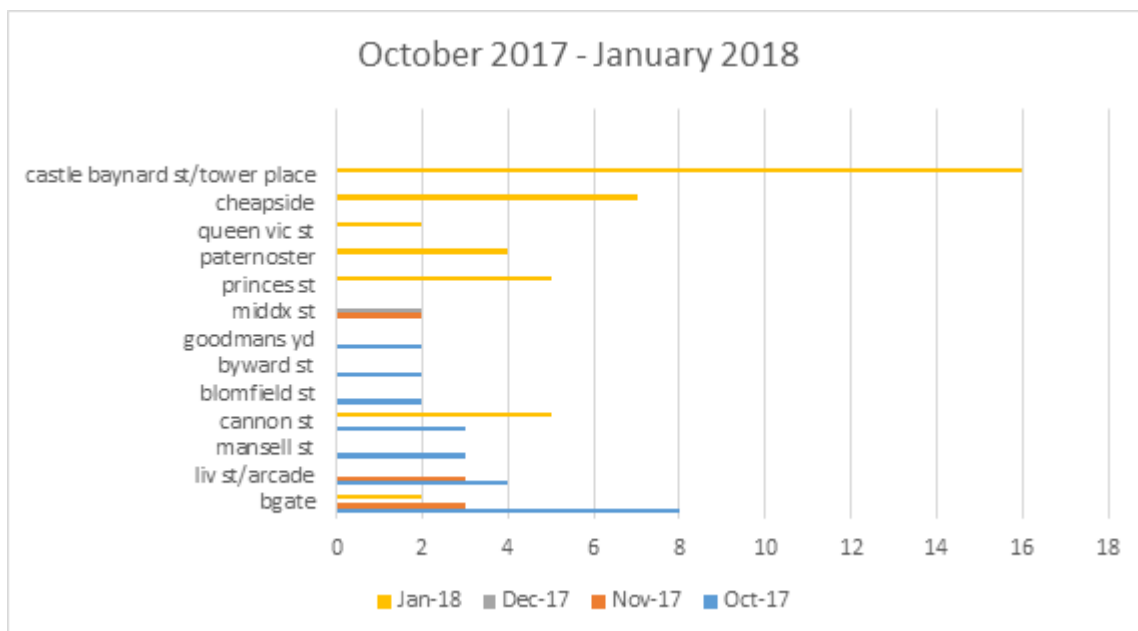
Noticeable and already being managed is the steep increase in reporting around youths cycling, often in large numbers, in the area of Castle Baynard Street and Tower Place. Reports mention them being aggressive and being intimidating and on at least one occasion an assault of a delivery driver has occurred. This has been a recurring problem at the weekend and during school holidays. This is receiving a multi-agency response as well as liaison with local businesses impacted by the behaviour. Section 35 dispersal powers are being utilised and engagement work has been undertaken along with the Metropolitan Police and British Transport Police in encouraging the organisers of these events to seek alternative locations to cycle. The Lead Member has raised questions about oversight and reporting of these powers.

ASB - by type

The predominant reasons for reporting ASB remain related to rough sleeping and begging.

Repeat locations

Some locations are continuing to repeat from previous reporting, but some new ones are emerging, as can be seen from the yellow bars across the first chart. The first and longest – Castle Baynard Street relates to the youths cycling in large groups and causing a nuisance. Previous repeating locations from earlier reporting are not as prevalent in January, for example Bishopsgate, and may be as a result of patrol strategy activity.



Begging and Vagrancy Response

- Op Alabama continues with patrols aimed at hot spots of begging and associated anti-social behaviour. Officers use Community Protection Notices to disrupt offenders whilst working with the CoL to offer support to those who are vulnerable.
- Surgeries at local businesses and in public areas, have been held promoting the CoL winter campaign aimed at helping rough sleeper's access support services.
- The winter campaign has also been promoted through a number of business forums across the City, with front line security teams briefed on how to report rough sleepers via the streetlink facility.

Licensing

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

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

2018/19 Priorities

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

Public Order

Lead Member for 2017/18	Emma Edhem
Officer contact	Chief Supt David Lawes and Chief Inspector Rob Wright, Uniformed Policing Directorate. 020 7601 2101 / 2085

Developments and Achievements in 2017/18:

Public Order Demands in the City of London

The table below shows public order offences have increased in comparison to the last performance year 2016/17 by 27.7%. Nevertheless, between 23/10/2017 – 23/03/2018 where these offences increased by a significant 85.71%, violent crime decreased by -25.32%. Dip sample analysis shows Bishopsgate, Liverpool Street and London Wall as repeat locations for both crime types. Further analysis would need to be conducted to attribute the decrease of violent crime to the increase in public order offences. There is a dedicated police/partnership group that meets every four weeks to consider violent crime and implement appropriate tactics. This is a key area that will continue to be a principal focus and challenge in the coming year.

	Volume Previous (2016/2017)	YTD year	Volume Current Year	YTD	Frequency Change	Percentage Change
PUBLIC DISORDER	220		281		61	27.7%

There have been a number of high profile events during this performance period.

Low level football related violence occurred by a group called Football Lads Alliance (FLA) which included factions of the English Defence League (EDL). These protests/marches were against Islamic extremism post London Bridge and Borough Market attacks. Further protests by the FLA have occurred throughout the year with no significant disorder, however they did require a fair amount of CoLP resources.

Unions, namely Unite Union, Independent Workers Union of Great Britain (IWGB), and Cleaners & Allied Workers Union (CAIWU) have been significantly active during this period holding week long strikes against various employers regarding pay terms and conditions of employees. These groups have caused disruption in the form of blocking traffic by walking/sitting on the roads.

The Independent Taxi Alliance (ITA), a pro-active driver led organisation representing 5k+ member, held week long demonstrations across London between 15th-19th January against TfL and the Mayor of London. Statements concerning the law stipulating Uber able to continue operating in London until the appeals process is exhausted which could take several years led to ITA calling all black cab drivers to 5 different locations (Monday – Elephant & Castle, Tuesday – Marble Arch, Wednesday – Parliament Square, Thursday – London Bridge and Friday - Aldwych) to protest. No offences were committed during the protests; however, significant travel disruption and road congestion was caused with London Bridge being closed in the interim and buses being diverted due to gridlocks. With the supposed lack of resolution, the protests are set to continue and it is insinuated by the group that future protests will be high profile e.g. state visits, functions London Mayor Sadiq Khan or PM Theresa May attends.

Bikestormz events, organised by a group called UK BikeLife, have held a number of pre-planned mass rides consisting of large groups (100+) of youths on cycles causing nuisance, harassment alarm and distress to members of the public by performing dangerous stunts leading to disruption and road congestion across central London. Within this period, 2 ride outs have occurred with low level disorder, nevertheless, these events did require resources. Additionally, riders belonging to this group have caused further significant nuisance and anti-social behaviour between late 2017 to early 2018 which CoLP have dealt with under op ROMSEY. This has also required section 35 Dispersal Orders as well as several multi-agency meetings with partners and the group's organiser to eradicate the issue.

Environmental group Stop Killing Londoners (against air pollution) have caused medium level disorder during this period by presenting themselves at Tower Bridge resulting in 7 protesters being arrested under S137 Highways Act 1980. This year, supporters of the group attended Tower Bridge again and blocked the road which led to one arrest.

There have been a number of high profile cases (approx. half a dozen) attracting low level disorder at the Central Criminal Court (Old Bailey) which have required CoLP resources; the Traveller Community murder, Death by Dangerous Driving killing 3 teenagers, alleged terrorist Jim MATTHEWS, murder at York Hall, inquest into the death of David ROBINSON and Defendant Jon VENABLES trials.

During this performance period, there is only one update in regard to squats in the City; bailiffs evicted squatters at 25-26 Savage Gardens, EC3 late last year with building work to start immediately to avoid this to be used as a potential future sight. No new squatters or sights have been identified.

Reviewing public order at a national stance, Research, Information, & Communication Unit (RICU) news from the Home Office suggests recent terrorist attacks partly fuelled a sustained four-month spike in hate crime across England and Wales, Home Office figures revealed. Hate crime offences recorded by police rose by a record 29% to 80,393 incidents in the 12 months to March. The Home Office said the figures showed a spike following the Westminster Bridge attack on 22 March. Separate provisional police figures show there were also spikes in hate crime incidents after attacks at the Manchester Arena, London Bridge and Finsbury Park.

This review period has been a strenuous one in terms of policing public disorder with London alone facing 4 atrocious terrorist attacks, the Grenfell Tower Fire and BREXIT negotiations bringing the political stance of the UK into question.

Recruitment/Resources stance of Public Order Officers

The amount of Level 2 trained officers has reduced over the last 6 months with a number of issues being cited for officers not wishing to continue, in this role. Cancelled Rest Days impact on family life no home work life balance being a few identified. The City of London Police is able to fulfil its commitment of 2 x protected PSUs to police public order in London. In the event of requiring a 3rd PSU to remain in the City the uniformed response capability would be severely restricted. As a result, a number of officers are now Public Order trained from a number of Directorates. Crime directorate, ECD, Firearms to provide a contingency.

The Public Order Strategic Threat and Risk Assessment (POSTRA) specifies that the number of officers employed on the City of London TSG-Support Group (L1 Public Order) as 1 Inspectors, 5 Sergeants and 32 Constables. Of the 32 officers, 2 officers are permanently deployed at the Met Police Public Order Training Centre at Gravesend but are available for Public Order events. – City of London Police have a commitment to provide two level 2 serials (each serial is 1 x Insp, 3 x Sergeants, 21 x Constables). The Support Group establishment (1/5/32) would be used to provide a serial within 4 hours as part of our pan London requirement.

The number of level 1 Public order trained officers is now at critical. Presently the Support Group

strength is 1 Inspector, 4 Sergeants and 20 Police officers (18 deployable). Level 2 officer's numbers are 6 Inspectors 12 Sergeants and 31 Constables. The aim is to have a minimum of 6 Inspectors, 9 Sergeants and 55 constables.

City of London Police has 8 nationally trained and accredited Public Order Cadre at Gold, Silver and Bronze levels.

Priorities for 2018/19:

With the impending Government spending review and budget constraints, the demand on Public Order officers will or could have a considerable impact on the way Public Order is policed in London. As Public order officer numbers have fallen a considerable effort is required from all Directorate Heads to increase our capacity and capability to Police Public Order events in London. As stated, more collaboration with Metropolitan Police Service and British Transport Police is needed to manage identified Risk and Threat to London. Strong working relationships and partnerships is required to help resolve issues around resources and assets that are available from the regional forces and reduce the impact and effect to any one Force.

As a direct result of the threat to the UK, and London in particular, it is necessary to have a range of options to respond to terrorist activity. The City of London is the identified heart of the Country's financial industry and the co-location, within such a small area, of many major national and international institutions and iconic sites make it a prime target for any terrorist attack. It is stressed that while the threat to the UK from terrorists remains the use of chemical, biological, radiological or nuclear warfare (CBRN) is only one of the options available to them. The potential scale of a real CBRN incident should not be underestimated. It will call for joint operations involving a multi-agency approach. CBRN Counter Terrorism is a national problem which requires national responses, where individual Forces will prepare local plans based on common national procedures, standards and doctrine.

Within the CoLP we have one CBRN Bronze Cadre national trained and accredited. There are 2 Silver courses in March 2019 and 2 Bronze courses in November 2018. Tactical Advisor course May 2018 and SOCO Forensics course in December 2018. All of Support Group will be trained by the end of April 2018 to respond to a CBRN incident in the City of London

Organisational

The Force has a governance structure to ensure that the PO STRA process informs the strategic decision making with regard to priorities, resource use and training. It is critical to an organisation that there is a process to escalate issues effectively to Chief Officer level, but also for the Senior Management Board to effectively direct more local governance structures. The Governance Structures in place working from the tactical to the strategic are:

Public Order Working Groups – Public Order Inspectors are responsible under the direction of the Public Order Forum to engage with all ranks to identify any particular issues that need to be addressed.

Public Order Forum – consisting of experienced specialist and tactical officers who cover operational, training and equipment issues and identifying emerging threats and risks. This Forum provides an opportunity for organisational learning to be identified. The Forum is chaired by Chief Inspector – Operational Support.

Organisational Learning Forum – consists of members from all areas of the force who address training/learning issues from within the force and also respond to the IPCC 'Lessons Learnt' publication. The Chair of the Public Order Forum attends this meeting. The Forum is chaired by the Assistant Commissioner.

Senior Management Board – This is the most strategic board in the City of London Police with Directorate Head representation. The Assistant Commissioner who chairs the Organisational

Learning Forum is a member of this Board. The SMB is chaired by the Commissioner.

Operational

UK BIKELIFE – BIKESTORMZ event

Saturday 7th April 2018. The ride out will begin at Tooley Street, SE1 with the group riding across Tower Bridge into the City and back to Tooley Street with the return route west of the City via Battersea Park avoiding the City. The organiser has anticipated around 1,000 youths on cycles between the ages of 10-25. MPS are leading this event with CoLP assistance. Road and bridge closures will be in place. Low level ASB and disorder anticipated.

Commonwealth Heads of Government Meeting (CHOGM)

Monday 16th to Friday 20th April 2018. The Commonwealth is a diverse community of 53 nations that work together to promote prosperity, democracy and peace. In April 2018, the UK will host this meeting when leaders from all the member countries are expected to gather in London and Windsor. Events in the City will be from Monday 16th April to Wednesday 18th April. At time of writing, no intelligence to suggest threat, harm, risk or potential for disorder. Parallel events taking place but none of concern/note.

The Royal Wedding

Saturday 19th May 2018. A Royal Engagement announcement was made in November 2017 with Prince Harry and fiancée Megan Markle set to wed at St Georges Chapel, Windsor Castle in May 2018. MPS lead, however it is highly likely CoLP resources will be required.

Lord Mayors Show & Banquet

Saturday 10th – Show, Sunday 11th – Remembrance Sunday and Monday 12th November 2018 – Banquet.

New Year's Eve celebrations

Monday 31st December 2018 – Tuesday 1st January 2019.

President Donald Trump Visit

Dates unknown. President Donald Trump's visit to the UK in February 2018 was cancelled amid fear of mass protests, however, a future visit is still on the cards although no new date has been confirmed. There is a perceived lack of support from the British public for this visit. It is highly likely this visit will require CoLP resources.

Intelligence

Operation Sceptre PAN London approach working with Metropolitan Police Service and British Transport Police to reduce knife crime and the number families affected by knife crime across the whole of London. Targeting not only those who carry and use knives, but also the supply, access and importation of dangerous and offensive weapons/knives.

Welfare

Capacity to meet demand is generally viewed by officers on the Support Group as one of the main factor that impacts on their general wellbeing. Officer numbers on the Support Group have been at low levels for the last 18 months and it is this main factor that has had a knock-on effect. Officers on the Support Group continuously work extended hours in ever-changing environments that can cause great mental and physical stress. Over a protracted and prolonged period this causes tiredness and fatigue on the unit. With the anticipated arrival of new officers (Awaiting 4 external & 2 Internal) and the continuous recruitment drive within the CoLP, this can only be a positive move and beneficial to the unit.

Safeguarding and Public Protection (Vulnerability & ICV Scheme)

Lead Member for 2017/18

Nick Bensted-Smith

Officer contact

CI Sanjay Andersen (0207 601 8141)

Craig Spencer – ICV Scheme Manager (0207 332 1501)

Safeguarding and Public Protection (Vulnerability)

Achievements in 2017/18

The Vulnerability Working Group (VWG) is comprised of representatives from all departments who provide reports to the group on vulnerability of victims, witnesses, suspects, communities and staff from their respective areas of operation. Strategic Planning are members of the Working Group and Steering Group, providing input on areas good performance and requiring input in line with recommendations from Her Majesties Inspectorate.

Oversight and governance continues to be provided at the Vulnerability Steering Group (VSG) which is officially chaired by the Commander Operations and in her absence her Deputy - the Detective Chief Superintendent Crime Directorate.

The VWG continues to drive the work around each identified strand of vulnerability, ensuring this remains a force priority and not just within the Public Protection Unit. Influencing some of this activity has been a refresh of the terms of reference, agenda and monitoring returns for the groups. As a result of this continual development of the VWG, member updates and scrutiny of the actions plans including the Domestic Abuse, Abuse of Position for Sexual Purpose and Modern Slavery and Human Trafficking; the momentum of improvement is maintained.

The migration to Niche from UNIFI at the end of 2017 has supported the introduction of the Public Protection Notice, and integrated system for the effective recording and managing of safeguarding concerns (child, adult and domestic abuse) which allows for greater supervision and audits.

Building on the training already delivered, the next phase of Vulnerability training commenced in January 2018 with a focus on Child Protection and Safeguarding (including a focus on neglect). This training is being delivered alongside the existing packages on Domestic Abuse and Vulnerability (Mental Health and Suicide) which will continue to be delivered on a rolling basis.

Training has been a key focus of the VWG over the past 12 months and the Group has worked hard to extend Safeguarding and Vulnerability training across other areas of the Force including Economic Crime Directorate. This stance has been supported by the VSG who have agreed that this training is mandatory, a key step in embedding the issues of vulnerability and support improved identification of it in all areas of policing.

An innovative sexual violence campaign was run in August 2017, #Haveyougotthegreenlight, to raise awareness and knowledge around the issue of sexual consent. This campaign received positive feedback from the public via social media and 'hits' on the dedicated web page and as such was incorporated in the Christmas Campaign and in support of sexual violence awareness week in February 2018.

As part of a joint initiative between Public Protection Unit and Custody, support material for vulnerable suspects leaving custody has been developed entitled 'Where to go when you need support'. The leaflet contains the contact details of various support services which may benefit and

assist the vulnerable person and is due to go to print shortly. Linked to this, there is now senior officer (Superintendent and above) oversight of the treatment of vulnerable people in custody ensuring that pre-release assessments are carried out to ensure that any risks are identified and acted upon.

Significantly, Public Protection Unit (with the support of the Police Authority) were able to secure 50% funding from the Mayor's Office for Policing and Crime (MOPAC) for the continuation of the Vulnerable Victims Advocate role for 2018/19. Work is now underway to identify alternative sources of funding as MOPAC have indicated that this is the final year of funding for this post. The critical function of this role cannot be understated and to lose it would have a negative impact on the service received by the victim and similarly, the onwards engagement with their home Force. Addressing this is a priority activity for 2018/19.

Another notable success from the past 12 months was the launch of the Mental Health Street Triage Project. Started in May 2017 the Project has two Nurses working with Response Officers every Thursday, Friday and Saturday from 17.00–03.00 and as a direct result of its introduction and the professional input of the Mental Health Nurse on scene with officers, approximately 54% of Section 136 Mental Health Act 1983 were avoided. This Project is funded until May 2018 by City and Hackney Clinical Commissioning Group and a business case has been submitted to the Corporation to continue the funding for the coming years.

The main benefits of the Mental Health Street Triage (MHST) Project are:

- Less s136 patients reducing the impact of hospital attendances and reducing police time spent waiting with the patient at hospital.
- The amount of police officer time spent waiting at hospital has reduced significantly.
- When patients can be assessed and referred to other services by the MHST rather than be taken to hospital, demand is reduced on the London Ambulance Service (LAS).
- The relationship between the Police, National Health Service and LAS is being improved as MHST either avoid s136s or support patients without the need to attend hospital. If patients do go to hospital, the MHST manage the patients reducing the amount of time that MHST and Police have to stay with the patient.
- Joint working with Community Mental Health Teams, General Practitioners, the City's Homeless Teams and Alcohol Services is improving as MHST inform these services of any contact, an improvement on previous practices.
- MHST support the mental health of anyone in contact with the police, i.e. victims of crime or an accident, domestic abuse cases. Through their immediate intervention, any mental health issues that could occur as a result of the incident is better managed and may be avoided altogether.
- MHST have greater access to clinical data on patients immediately.
- MHST are highlighting issues between services to inform the development of new joint working practices and improved communications between services.
- The MHST are proving to make cost savings to services by reducing the impact across the services.

Future Opportunities

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

- Running a Domestic Abuse campaign in the summer alongside partners as part of the Vulnerable Adults Working Group strategy.
- Continue to drive the momentum of the VWG and VSG, to ensure effective oversight of the Vulnerability Strategy.
- Progress embedment of the vulnerability training across all areas of the Force and across all strands of vulnerability.
- Development of a 'Vulnerability Dashboard' to more effectively assess performance, identify gaps and areas for improvement.
- Explore effective ways of working with partners to secure a more sustainable funding plan for the Vulnerable Victim Advocate role for financial year 2019/20 when the MOPAC funding expires.
- Similarly, ensuring that available funding streams for victim services and other innovative projects are accessed, in line with funding support of the City of London Corporation.
- Develop online capabilities around identifying those within the City of London who may be accessing online images and potentially pose a risk to our young people.

Future Challenges and Issues

The partnerships continue to work well supporting each other with a number of multi-agency groups meeting regularly. The following are areas where we can seek to improve:

- Timely and accurate information sharing between partners, especially with regards to data requested to produce problem profiles related to vulnerability
- Regular partnership representation on the Vulnerability Steering Group is key to making sure that activity around vulnerability is shared and supported across respective organisations.

Independent Custody Visitor (ICV) Scheme

Background

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

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

Organisation

The City of London Independent Custody Visitor (ICV) Panel currently consists of 12 visitors who visit the custody suites at Bishopsgate Police station once a week. Nick Bensted-Smith attends the quarterly Panel meetings and, in addition, representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by staff from the Town Clerk's department.

Highlights in 2017/18:

Closure of Suite/Staffing Suites – The Panel were notified of the closure of Bishopsgate Custody Suite in October and visited the reserve facility at Snow Hill. There is concern that the staffing of the

custody suite is currently stretched and there are not sufficient trained officers to cover. This has resulted in staff working longer shifts and using British Transport Police for cover when necessary. The Panel have raised the resilience of the service as a major risk and hope this can be resolved in the coming year.

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

The Panel were able to undertake their first visits between the hours of Midnight and 6am and were very impressed at the service given. Additionally, there have been visits to the overflow facility at Snow Hill Police Station when this was being used in October 2017 achieving an objective set out last year. During these visits, the same high level of service was provided to the visitors and detainees.

Self-Introduction to Detainees – The Panel have now embedded the policy of self-introduction when encountering detainees. This has seen an increase the rate of acceptance when interviewing detainees and will therefore remain as the suggested policy for Panel Members. The increase saw an extra 5% of detainees choose to be interviewed by the visitors.

Appropriate Adults – This service is commissioned by Community and Children’s Services (CCS) and there has been concern from both Panel members and custody staff over the service out of hours and their provision for vulnerable adults. The Scheme Manager has met with CCS to ensure that for future iterations of the contract that these considerations are included. ICVs will continue to monitor the length of time the service takes to arrive when called upon.

Healthcare Provision in the Custody Suite – The ICV Scheme Manager and Chairman have met with Community and Children’s Services (who commission the contract) to understand any issues and whether G4S are adhering to the contract. CCS meet regularly with the contractor (G4S) and the Custody Manager to work on any problems that have occurred over the last month. This is then reported to the Custody Management Group which the scheme manager and Chairman are part of. ICVs can feed back any issues they identify with the healthcare professionals to ensure the custody manager and CCS are aware.

Annual Update on Custody – the second annual update to Police Committee was received in September and focused on the statistics for young persons and children as well as those with mental health problems in custody and any changes in policy that have occurred over the year. Due to this being the second iteration, trends are now being formed and be monitored over a longer period to assess any changes to the nature of custody in the City of London.

Sanitary Protection - this has been a national issue across Forces and has received lots of media coverage. In other Forces there has been insufficient coverage of sanitary protection often using inappropriate items for detainees. ICVs now check that the protection provided is satisfactory and have aided a national response about this issue and contributed to national guidance currently being drafted. City of London Police have always adhered to the standards provided on this matter.

Maintenance – a new contractor was appointed in the summer with the hope that the previous issue of severe delays for repairs would not continue. Unfortunately, as ICVs have logged, there have been major problems with some of the cells within the custody suite including a cell which was out of order for over three months. These maintenance matters are logged on a monthly basis and shared with the City Surveyor’s Department to highlight ongoing issues.

Priorities for 2018/19:

Some of the areas that the Panel will look at during 2018/19 include:

- promoting and raising awareness of the work of the ICV Panel and being aware of national trends;
- to further engage with the MOPAC arranged scheme to build a wider knowledge base.
- introduce a new reporting form which will align with other national schemes.
- undertake a wider array of training including about mental health and young persons.

Road Safety and Casualty Reduction

Lead Member for 2017-18	Alderman Alison Gowman
Officer contact	Inspector Sarah Smallwood 020 7601 2177

Background

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

The Corporation of London have provided traffic composition results from a survey taken over a 24hrs period in November 2017, showing more pedestrians than all vehicles combined and that motorcycle, car and pedestrian traffic were predominantly commuting traffic.

In calendar year 2017 there were 364 casualties from 323 injury road traffic collisions. Of these, 52 casualties sustained serious or fatal injuries in the City of London, an increase of 3 on the previous year. There is a decrease on the calendar year for the total number of injury collisions from 365 in 2016 to 323 in 2017

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

The three groups of vulnerable road users detailed below account for 81% of all casualties.

The number of reported personal injury collisions (for vulnerable road users who sustained any level of injury) that occurred in 2017 (Jan – Dec) was 295, reduced from 322 in 2016.

- *Pedestrian casualties were 105 in 2017, from 107 in 2016.*
- *Cyclist casualties were 122 in 2017, from 144 in 2016.*
- *Motor cyclist casualties were 68 in 2017, from 71 in 2016*

Organisation

Oversight for this area of Special Interest is conducted by Alderman Gowman. Throughout 2017 Alderman Gowman has worked on a variety of projects, including as the Chair of the Corporation of London's Active City Network and the City's representative on the London Road Safety Council. She facilitates a liaison between these organisations and the City Police and the Corporation's Road Safety Team. In particular, she arranged for one of the forensic collision staff to present to the London Road Safety Council on post collision investigation. This has included liaison regarding the new Road Danger Reduction plan.

The responsibility for supporting casualty reduction is owned by the Superintendent of Communities within the Uniform Policing Directorate. Following the formation of Transport and Highways Operations Group (THOG) in 2016, the department utilises specialist roads policing officers to target criminal enforcement on the areas of highest risk, and to support the Corporation of London and Transport for London road safety education activities.

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

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

Achievements in 2017

- Criminal enforcement campaigns run weekly, with increased use of social media messaging to encourage behaviour change amongst all road users.
- CoLP is supported by funding to deliver enforcement around taxi and private hire vehicles. Overall, CoLP officers stop checked a total of 7355 Hackney Carriage and Private Hire vehicles, with a total of 2500 being non-compliant with either taxi regulations or having committed moving traffic offences. This represents 34% of all vehicles checked are either non-compliant or defective
- CoLP Commercial Vehicle Unit has continued working as part of the pan-London Freight Compliance Unit, undertaking targeted enforcement of the commercial vehicles in conjunction with Driver and Vehicle Standards Agency and Metropolitan Police. This has resulted in 179 operations in City area, with 1431 commercial vehicle stop checked of which 951 had committed offences. A total of 1856 offences were identified.
- Specialist Roads Policing officers have been utilised in operations to tackle vehicle-enabled crime and in support of community policing operations to tackle neighbourhood issues.

Key issues for 2018-19

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

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Committee(s): Police Committee- For information	Date: 24 th May 2018
Subject: Barbican CCTV update	Public
Report of: Commissioner of Police Pol 46-18	For Information
Report author: Inspector Lorenzo Conigliaro – Crime and Counter Terrorism	

Summary

Members will recall that in September 2016 a paper was submitted to Police Committee explaining that the decision had been made not to proceed with the installation of 24 additional CCTV cameras into the Barbican Residential Estate.

At the January 2017 Committee the Commissioner reported on a number of factors which may impact upon the future security provision on the Barbican Estate. Given that all of these projects were still to complete at the time of that report, the Commissioner undertook to report back to your Committee in May 2018.

All the dependent works including a City of London Corporation security review, major building developments on London Wall and Crossrail are still yet to be completed.

The Crossrail ticket hall is due to open in December 2018, later than the initial anticipated opening date. The City of London Corporation has advised that no further pedestrian modelling has been completed since the initial fact finding by Transport for London (TfL). Therefore it still remains at this stage unclear whether or not the Crossrail Station in Moorgate will change the requirement for additional CCTV in the residential area of the Barbican.

Last year the Ring of Steel Programme was formally closed down and replaced by Secure City. This new joint programme with the City of London Corporation is about creating a secure environment, using the most up to date technology now and in the future, to make the City an attractive place to visit and locate business. Secure City gives us the opportunity to look at our entire CCTV estate and ensure coverage is adequate and necessary.

At the time this report was promised in 2017, it had been expected that all the projects and works that impacted upon access and egress onto the Barbican Estate would have been completed. This has proved not to be the case.

Recommendation(s)

For members to note the report.

Main Report

Background

1. At the September 2016 Police Committee the Commissioner presented a report which outlined the reasons why a decision had been made not to go ahead with the Barbican CCTV project. This was noted by Members.
2. At the January 2017 Committee the Commissioner reported on a number of factors which may impact upon the future security provision on the Barbican Estate. These were:
 - A City of London Corporation wide review of its security, this included the Barbican Centre
 - Crossrail
 - Major Building developments on London Wall
 - The upgrade of the Ring of Steel Programme and CCTV coverage across the City (now the Secure City Programme)
3. Given that all of these projects were still to complete at the time of that report, the Commissioner undertook to report back to your Committee in 2018 on the latest position. The latest position is shown below.

Current Position

4. The review and upgrading of security, including cameras, across the Corporation Estate, including the Barbican Centre, is progressing but has not yet been completed.
5. The building works on London Wall have almost completed, but full assessment on pedestrian flow will not be known until Crossrail is complete.
6. The Crossrail ticket hall is due to open in December 2018, later than the initial anticipated opening date. The City of London Corporation has advised that no further pedestrian modelling has been completed since the initial fact finding by Transport for London (TfL). Therefore it still remains at this stage unclear whether or not the Crossrail Station in Moorgate will change the requirement for additional CCTV in the residential area of the Barbican.

Secure City Programme

7. Last year the Ring of Steel Programme was formally closed down and replaced by Secure City. This new joint programme with the City of London Corporation is about creating a secure environment, using the most up to date technology now and in the future, to make the City an attractive place to visit and locate business. The programme consists of a number of strands:
 - Physical Infrastructure
 - Future Technologies

- CCTV and Hardware
 - IMS/DRS (digital upgrade of CCTV back office system)
 - Joint Command and Control Room
8. Within the CCTV and Hardware strand there are several areas within scope. One particular area is the review of CCTV camera locations within the City of London. The overall aim of the project is to consider the upgrade of existing cameras to encompass more modern technology such as 4K image definition, multi focal sensor arrays, thermal imaging and facial recognition, as some examples. However in doing so it will be an opportunity to reassess where the key locations are in the City of London that require CCTV coverage. This will be a case of identifying that pressing need and be based on a number of circumstances, not least threat and risk of CT and crime, but also practical purposes such as traffic and crowd management.
9. Secure City gives us the opportunity to look at our entire CCTV estate and ensure coverage is adequate and necessary. In addition, part of the project will consider the integration with third party camera systems, of which there are many in the City of London area. This means that where there may be a perceived gap in coverage from a police operated camera, there is often coverage on private systems that operate in the area. For areas that do not justify permanent police cameras, there is the potential of being able to access private systems in times of emergency through digital integration. This could apply to the London Wall development and will be a focus of the Secure City CCTV and Hardware Project.
10. At the time this report was promised, it had been expected that all the projects and works that impacted upon access and egress onto the Barbican Estate would have been completed. This has proved not to be the case. The City of London Police in partnership with the City of London Corporation will conduct a full assessment of the Estate to gauge pedestrian flows and security, once the dependant works have been completed.

Recommendation

11. It is recommended that Members note the contents of this report.

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Committee	Dated:
Police Committee	24 May 2018
Subject: Refresh of Draft Medium Term Financial Plan up to 2022/23	Public
Report of: The Chamberlain and the Commissioner of Police Pol 47-18	For Information
Report author: Ian Dyson, Commissioner of Police	

Summary

This report provides an update on the Medium Term Financial Plan presented to Police Committee and Finance Committee in December 2017. The revised MTFP position is summarised in Table 2.

Since the presentation of the Q3 budget monitoring position paper to your March 2018 Committee which reported a balanced position, there has been a revision of the predicted 2017/18 outturn that now indicates an underspend of £3.45m for the end of this financial year. The consequent increase in the reserves balance will reduce the financing gap in 2019/20. This is summarised in the table below.

	2017/18 Draft Outturn £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
(Deficit) Surplus	3.5	(3.5)	(4.2)	(4.1)	(4.8)	(5.3)
Total Expected (Use of) Contribution to Reserves	3.5	(3.5)	(3.5)	0.0	0.0	0.0
Financing Gap - (Deficit) Surplus	0.0	0.0	(0.7)	(4.1)	(4.8)	(5.3)

The Chamberlain and Commissioner require more assurance about the robustness of the assumptions underpinning the future plans. A joint task group led by the Deputy Chamberlain, will be established to review the key assumptions and establish the quantum of the underlying budget deficit with an initial report by the summer recess followed by a rebasing of the MTFP during Autumn 2018.

Recommendations

Members are asked to:

- 1) Note the latest forecast outturn of an underspend financial position for 2017/18 of £3.5m increasing the balance on the Police Reserve to £7.0m.
- 2) Note the reduction in forecast budget deficit reducing in 2018/19 to £3.5m, with deficits forecast in subsequent years of £4.2m in 2019/20, £4.1m in 2020/21, £4.8m in 2021/22 and £5.3m in 2022/23.
- 3) Note the forecast drawdown of the Police Reserve in 2018/19 and 2019/20, leaving a small financing gap on current assumptions in 2019/20 with a significant financing gap from 2020/21 onwards.
- 4) Note the indicative capital programme funding requirement of £17m over the next 5 years to 2022/23, to be funded from City Fund resources. It is anticipated that a further request for funding the Force IT will be in the region of £15m. The total capital shortfall to be funded by the City Fund will increase to £32m over the period to 2022/23.
- 5) Note the establishment of a task and finish group, to be chaired by the Deputy Chamberlain, to review the assumptions made in the 2018/19 budget and future years of the MTFP including efficiencies and income forecasts. The MTFP will also be informed by early outputs from the work of the Transformation Board as it builds the new operating model. An initial report will be produced reviewing the key assumptions made in the MTFP by the summer recess followed by a rebasing of the MTFP during Autumn 2018.

Main Report

Background

1. This report provides your Committee with an update to the draft medium term financial plan up to 2022/23. The changes in outturn for 2017/18 since the last report are set out in Table 1 and outline the changes in assumptions since the report in December 2017 to 2019/20 resulting in a decrease in the deficit of £4.3m across the three financial years from £8.5m to £4.2m.
2. The main areas contributing to the forecast underspend are as follows, pending year end procedures where further accounting adjustments are likely to adjust the final position:
 - a. The Supplies and Services budget is underspent by £0.7m, mainly as a result of the savings target achievement.
 - b. The Third Party payments budget is underspent by £2.6m. Most of this underspend relates to Action Fraud contract costs which are the subject of ongoing negotiation with regard to the extended 'go live' date for the new service.

- c. The force was provided with an additional £1.1m in IT funding from City Fund resources which was not spent.
- d. The Force was reimbursed for costs relating to Counter Terrorism incidents for which it provided a response at London Bridge, Westminster, Manchester Arena and Parson's Green Tube.
- e. There was not an increase in ill health cases during the current year, and therefore the budget agreed is adequate.
- f. Payments and liabilities relating to current arrangements for concessionary travel are within budget and will not exert additional budgetary strain.
- g. The underspends are offset by income under-recovery of £1.9m where budgeted income has not been received. Further details are provided at paragraph 14.
- h. The Employee Pay Budget was expected to be underspent due to Police Officer and Police Staff Vacancies. This has not materialised and the employee pay budget is balanced. Accurate workforce forecasting remains a challenge given resource constraints within the Finance Department that are now being addressed, along with the unpredictability of staff turnover and the ability to rapidly fill vacancies. The Force, as of April 2018, has addressed the significant vacancies of 2017 and is now broadly at full establishment strength.

Table 1: Forecast Budget Variations

Budget changes since December 2017	2017/18 Latest Outturn £m	2017/18 Changes £m	Total £m	2018/19 Estimate £m	2019/20 Estimate £m	Total £m
Budget (deficit)/surplus reported in December 2017	-	-	-	(4.3)	(4.2)	(8.5)
Negative Police Settlement	(0.7)	-	(0.7)	-	-	(0.7)
City contribution to capital	1.4	-	1.4	1.0	-	2.4
City Fund: budget gap	0.9	(0.9)	-	-	-	-
Direct Employee Costs	1.2	(1.0)	0.2	0.5	0.5	1.2
Indirect Employee Pay	(0.5)	0.3	(0.2)	-	-	(0.2)
Premises	-	(0.9)	(0.9)	(0.9)	-	(1.8)
Supplies & Services	-	0.7	0.7	-	-	0.7
Third Party Payments	-	2.6	2.6	-	1.1	3.7
Contingencies	-	0.3	0.3	-	-	0.3
Government Grants	-	0.7	0.7	-	-	0.7
Recharges to Capital Projects	-	0.5	0.5	-	-	0.5
Increase in IT budget funding	-	1.1	1.1	-	-	1.1
Transfers from Reserves	-	(0.4)	(0.4)	-	-	(0.4)
Recharges across Funds	-	0.3	0.3	-	-	0.3
Probationer Intake 2017 Scale Differentials	0.2	(0.2)	-	0.2	0.2	0.4
Forecasted Probationer Intake Differentials	-	-	-	0.3	0.5	0.8
Police Officer Bonus Calculation	-	-	-	(0.4)	-	(0.4)
Police Officer and Police Staff Pay Award	(0.4)	0.4	-	-	-	-
Increased Rail Contributions: Police Officers	-	-	-	0.2	0.2	0.4
Police Staff Efficiencies	0.2	(0.2)	-	0.5	0.5	0.9
2015 Business Support Service Review	-	-	-	0.2	0.3	0.5
Police Officer Overtime (Bear Scotland)	-	-	-	(0.1)	(0.1)	(0.2)
PAYE Settlement (ATOC Tax Charge)	(0.1)	0.1	-	-	-	-
Legal costs	(0.2)	-	(0.2)	-	-	(0.2)
Non Pay Efficiencies and Reductions	(0.5)	0.5	-	(1.3)	(1.3)	(2.6)
Non Pay Inflationary Provision	-	-	-	(0.3)	(0.3)	(0.6)
Additional Fees	(0.2)	0.2	-	-	-	-
Armed uplift Income	-	-	-	0.3	0.3	0.6
Funding from Sponsorship Agreement	-	-	-	0.5	0.5	1.0
Revised Assumptions: Police Grant Settlement	-	-	-	(0.7)	(2.0)	(2.7)
Benefits Realisation: Niche/Mobile	-	-	-	0.2	0.6	0.8
Transformation savings: Deloitte	0.3	(0.3)	-	1.0	1.0	2.0
Unfunded Pensions Costs	-	-	-	(0.4)	(2.1)	(2.5)
Business Rate Premium Adjustment	-	-	-	-	0.1	0.1
Income Underrecovery	-	(1.9)	(1.9)	-	-	(1.9)
Budget (deficit)/surplus as reported in Mar 2018	1.6	1.9	3.5	(3.5)	(4.2)	(4.2)

Pay efficiencies arising from the Demand and VfM 'quick wins' have been reinvested to fund the development of the transformation team.

Revenue Position

- The City of London Police draft medium-term financial plan (MTFP) is outlined in Table 2. This covers both core budget and funded programmes.

Table 2 Medium Term Financial Plan – 2018/19 to 2022/23

Police Medium Term Financial Plan Updated 2018	2017/18 Updated Draft Outturn £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
Employees	(91.7)	(92.7)	(92.2)	(93.1)	(94.0)	(95.0)
Police Officer Probationary Intake Saving	0.2	0.2	0.2	0.2	0.2	0.2
Projected Probationer Intake	0.0	0.3	0.5	0.8	1.0	1.0
Police Staff Pay Efficiencies	0.3	0.5	0.5	0.5	0.5	0.5
Non Pay Expenditure	(40.7)	(27.8)	(28.4)	(28.0)	(27.5)	(27.0)
2015 Business Support Services Review	0.0	0.2	0.3	0.3	0.3	0.3
Transformational Savings	0.3	1.2	1.6	1.7	1.7	1.7
Increased Rail Contribution from Officers	0.0	0.2	0.2	0.2	0.2	0.2
Less savings achieved	0.9	0.0	0.0	0.0	0.0	0.0
Non Pay Inflationary Provision	0.0	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)
Vacancy factor		0.5	0.5	0.5	0.5	0.5
Expenditure	(130.7)	(117.9)	(117.2)	(117.3)	(117.4)	(117.9)
Specific Government Grants	43.7	34.6	38.5	38.9	38.9	38.9
Partnership Income	10.3	13.2	13.2	12.9	12.4	12.4
Fees and Charges	3.2	1.1	1.1	1.1	1.1	1.1
Other						
Income	57.3	48.8	52.8	52.9	52.4	52.4
Allocation of POCA Funding	1.1	0.0	0.0	0.0	0.0	0.0
Total Net Expenditure	(72.4)	(69.1)	(64.4)	(64.4)	(65.1)	(65.5)
Funded by:						
Core Grant	54.6	56.8	51.4	51.5	51.4	51.4
Business Rates Premium	8.8	8.8	8.8	8.8	8.8	8.8
Contribution to Capital	1.2	1.0	0.0	0.0	0.0	0.0
Contribution to SRP	4.9	0.0	0.0	0.0	0.0	0.0
Contribution to IT	1.1	1.1	0.0	0.0	0.0	0.0
Contribution to Action Fraud	5.2	(2.1)	0.0	0.0	0.0	0.0
Resources Cash Limit	75.9	65.6	60.2	60.3	60.2	60.2
(Deficit) Surplus	3.5	(3.5)	(4.2)	(4.1)	(4.8)	(5.3)
General Reserves						
Opening Balance at 1 April	3.5	7.0	3.5	0.0	0.0	0.0
Total Expected (Use of) Contribution to Reserves	3.5	(3.5)	(3.5)	0.0	0.0	0.0
General Reserves In-Hand Overdrawn at 31 March	7.0	3.5	0.0	0.0	0.0	0.0
Financing Gap - (Deficit) Surplus	0.0	0.0	(0.7)	(4.1)	(4.8)	(5.3)

Pay Expenditure

- The employee pay budgets increased over the medium term since ambitions for police staff efficiencies were not achieved. Cost of living increases and police pay awards have been included at 2% for 2018/19 and 1% thereafter. This is unlikely to be sufficient to meet the cost of future pay awards and non-pay cost inflation and will need to be revisited in the next iteration. Police bonuses introduced this year have also been included in the 2018/19 budget at 1%. Table 3 below shows the current Force establishment, movements and current strength.

Table 3 Planned Force Establishment 2018/19 to 2022/23

Force Establishment at December 2017	Police Officers FTE	Police Staff FTE
Opening Establishment	710	410
Efficiency Target Reversed and armed uplift	25	39
New posts since April 2018	20*	16
Efficiencies (Core Posts)	0	(11)
Reduction in Funded posts (OACU)	0	3
Closing MTFP Establishment	755	451
of which:		
Funded Posts	123	105
Core Posts	632	346
Post currently in Use	N/A	426**

* Growth in Police Officer posts approved at January 2018 Police Committee to address STRA vulnerabilities

**This figure excludes agency staff who have been brought in temporarily to fill funded post vacancies to ensure full cost recovery. There are currently 6 such agency staff.

5. The table above shows there are 346 core police staff posts in the establishment and this is where the Force is targeting reductions.
6. The Force committed to a plan of reducing Police Staff establishment in January 2016, from a baseline of 450 to 410 full time equivalent posts. This was not achieved for a number of reasons some of which were delays in IT dependent process change, which meant that the Force remained at approximately 450.
7. Since January 2016, the Force has also reviewed the number of supernumerary posts, which were considered to be longer term posts, for example, the programme team delivering the new Action Fraud system which has overrun. This led to an additional 16 posts being added to the Force Establishment during 2016. This was reported to Police Committee in January 2017.
8. In late 2017 the Force reviewed all posts to realise efficiencies where appropriate. This process released 11 police staff posts that have been shown as an efficiency saving above, and 11 police officer posts for redeployment to address growing threat and risk. Further staff efficiencies will be achieved through the CoLP Transform Programme, reported on separately.

Non Pay Expenditure

9. Non Pay expenditure is modelled on the 2015/16 baseline of £29.3m and reduced in future years in line with savings achieved in 2017/18. This baseline assumption will need to be tested for accuracy in order to refine the forecast for future years beyond 2018/19.

Income

10. Some income streams have been subject to changes which are explained below.
11. Historically, many of the secondments of staff from the force have involved reclamation of salary costs from the host. This income has been included in the budget but has not been reduced as the number of staff on secondment have fallen. The estimated £0.9m reduction in recovered costs has been absorbed within the force pay budget.
12. Risks have been identified with the performance of the Economic Crime Academy which is anticipated to under recover income, as the agreed improvement plan has not fully realised the financial benefits in this year. This will be reported to Members when the final position is agreed.
13. The Chamberlain and Commissioner have identified that income assumptions require further analysis; in particular, ambitions on the Economic Crime Academy and the domestic/ international training opportunities.

Efficiency Strategies and Mitigations

14. The Force has already adopted a number of initiatives to address the budget deficit which are summarised below.
 - a. Renegotiation of contracts in 2017/18.
 - b. 11 police staff posts have been realised as a saving and have been reflected in the MTFP. It is anticipated that further such posts will be identified during the course of 2018/19 and 2019/20.
 - c. The Demand and Value for Money (VfM) Review work commenced with the CoLP Transform Programme launch in January 2018. Indicative savings of £1.7m forecast from the Demand and VfM Review and other major programmes such as NICHE have been factored into the MTFF from 2018/19 and subsequent years, however the team will seek to identify further savings of greater magnitude when this work commences and progress will be reported during 2018.
15. In support of managing demand the Force has established a Resolution Centre, which went live at the end of November 2017, to channel, process and reduce demand across the Force.

Capital and Major Revenue Projects

16. The provisional capital programme for 2018/19 to 2022/23 shown in Appendix A has been updated. In accordance with Members' approval in December 2016, the financing of the Force capital programmes from City Fund resources is subject to scrutiny and approval for financing by Finance Committee.

17. The 2017 capital outturn is £6.03m and was funded through a combination of Grants, earmarked funds and revenue financing from Police and City Fund budgets. These programmes are outlined at Appendix A. The Force has a number of programmes which are at various stages within the project gateway process and are therefore pipeline projects. These programmes are unfunded, with the overall capital funding shortfall estimated at £17m, also detailed within Appendix A.
18. A key driver of the expenditure within the pipeline programmes is the Emergency Security Network (ESN) Home Office programme. This has significantly more risk and uncertainty than any other Force programme due to scope uncertainty, programme value, timing and level of Home Office funding contribution. It is anticipated that resources over and above the earmarked allocation may be required to deliver ESN.
19. A further request for additional funding to implement the Force IT Strategy will be forthcoming. It is anticipated that the request for funding will be in the region of £15m. The total capital shortfall to be funded by the City Fund will increase to £32m over the period to 2022/23.
20. As advised to Members in the December 2016 report, the Force continues to require capital investment support from the Corporation to modernise the Force and support the development of invest to save initiatives. This ongoing support needs to be part of the overall debate on the sustainability of the MTFP.

Conclusion

21. A single solution is unlikely to be sufficiently significant to mitigate the ongoing deficit and a combination of measures will need to be considered, to include:
 - a. scrutiny and delivery of the efficiencies recommended by Deloitte;
 - b. management and delivery of the 2% savings target to be agreed with the Corporation, noting that the Force has not received the 2% inflation uplift in local risk budgets as have other departments;
 - c. rationalisation of the workforce following implementation of the Target Operating Model; and
 - d. continued support from the Corporation for capital investment priorities, and contribution to core budget.
22. The Chamberlain and Commissioner require more assurance about the robustness of the assumptions underpinning the revised MTFP. An officer task and finish group, chaired by the Deputy Chamberlain, will therefore be established to review the assumptions made in both the 2018/19 budget and in future years of the MTFP including efficiencies and income forecasts. The MTFP

will also be informed by early outputs from the work of the Transformation Board as it builds the new operating model. An initial report will present a review of key assumptions before the summer recess followed by a rebasing of the MTFP during Autumn 2018.

Appendices

- Appendix A – Capital Programme: 2017/18 Outturn and Indicative 2018/19 – 2022/23
- Appendix B - Revenue Income Funded Units 2018/19 – 2022/23
- Appendix C – Revenue Income Core Units 2018/19 – 2022/23
- Appendix D – Planning Assumptions

Report of:

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Table 1: Approved Capital and Supplementary Revenue Projects		Table 1: Approved Capital and Supplementary Revenue Projects						
	Forecast Outturn 2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	
Approved Projects								
Pre-implementation								
Unified Comms		(18)					(18)	
Authority to start work granted								
Body Worn Video TFG	(63)						(63)	
ICT Support to CCCI Functions	(2,569)	(540)					(3,109)	
Joint Network Refresh							0	
LAN		(216)					(216)	
WAN	(1,436)						(1,436)	
Payroll and Duty Management System - HR Integrated	(236)	(200)					(436)	
ESMCP - Integrated Command	(836)						(836)	
ROS - IMS/DRS (back office)	(765)	(1,221)					(1,986)	
ROS - ANPR Cameras (excluding PAS elements)	(76)						(76)	
Vehicle Purchases	(48)						(48)	
Sub-total forecast expenditure on approved projects	(6,029)	(2,195)	0	0	0	0	(8,224)	
Funding for Approved Projects								
General Support								
Home Office Capital Grant	959	400	400	400	400	400	2959	
Police Revenue Contribution	1378						1378	
Earmarked Funding								
Proceeds of Crime Funds - CCCI	951						951	
Proceeds of Crime Funds - Body Worn Video	63						63	
S31 Police Control Room Upgrade Grant - ESN	501	340					841	
Bridge House Estates contribution to ROS - River Cameras(IMS/DRS)	114						114	
On-Street Parking Reserve contribution to ROS - IMS/DRS	175						175	
Additional Proceeds of Crime Funds - CCCI							0	
Proceeds from sale of vehicles			48				48	
Additional City Funding	1888	2195					4083	
Sub-total funding for approved projects	6,029	2,935	448	400	400	400	10,612	
Net Funding Carry forward Surplus/(Shortfall) after Additional City Funding	0	740	448	400	400	400	2,388	

Table 2: Compliance and Pipeline Capital and Supplementary Revenue Projects		Table 2: Compliance and Pipeline Capital and Supplementary Revenue Projects						
	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	
Compliance and Pipeline Projects								
<u>Indicative implementation costs for projects which have not yet received authority to start work</u>								
ESN ESMCP implementation (pipeline)		(4,000)	(4,000)				(8,000)	
Telephony		(175)					(175)	
Infrastructure Refresh		(150)					(150)	
Digital Recorders		(250)					(250)	
Secure City Programme (ex ROS)		(2,690)	(4,000)				(6,690)	
Intranet upgrade		(100)					(100)	
Sub-total indicative implementation costs for pipeline projects	0	(7,365)	(8,000)	0	0	0	(15,365)	
Net Funding Surplus/(Shortfall) for compliance and pipeline projects	0	(6,625)	(7,552)	400	400	400	(12,977)	
Overall Funding Surplus/(Shortfall) - approved and compliance/pipeline projects	(1,888)	(8,820)	(7,552)	400	400	400	(17,060)	

Force Revenue Income – Funded Programmes

Income Analysis	Current RAG Status	Risk of Reduction %	Forecast Budget 2018/19 £'000	Forecast Budget 2019/20 £'000	Forecast Budget 2020/21 £'000	Forecast Budget 2021/22 £'000	Forecast Budget 2022/23 £'000
National Fraud Intelligence Bureau - NCSP	unconfirmed		4,801	4,801	4,801	4,801	4,801
National Fraud Intelligence Bureau - Home Office	unconfirmed	1-5%	2,100	2,100	2,100	2,100	2,100
NLF - Home Office	unconfirmed	1-5%	2,500	2,100	2,500	2,500	2,500
Police Innovation Fund	confirmed		182	0	0	0	0
Government Grants Total			9,583	9,001	9,401	9,401	9,401
PIPCU - IPO	unconfirmed	1-5%	1,613	1,613	1,613	1,613	1,613
DCPCU - FFA UK	unconfirmed		2,440	2,440	2,440	2,440	2,440
IFED - ABI	confirmed	1-5%	3,880	3,880	3,880	3,880	3,880
ECVCU - MOPAC	unconfirmed		210	210	210	210	210
Partnership Income Total			8,143	8,143	8,143	8,143	8,143
Sales, Fees, Charges & Rents Total			0	0	0	0	0
Grand Total			17,726	17,144	17,544	17,544	17,544

Funded programmes are resource intensive and therefore Sponsorship Agreements and Grant Agreements should increase year on year in line with pay awards. A review of all funding arrangements is underway.

Force Revenue Income – Core Budget

Income Analysis	Certainty & RAG Status	Risk of Reduction %	Forecast Budget 2018/19 £'000	Forecast Budget 2019/20 £'000	Forecast Budget 2020/21 £'000	Forecast Budget 2021/22 £'000	Forecast Budget 2022/23 £'000
Counter Terrorism: Prevent - Home Office	unconfirmed	1-5%	103	103	103	103	103
National International Capital City - Home Office	unconfirmed	1-5%	4,529	4,529	4,529	4,529	4,529
Counter Terrorism: Critical National Infrastructure - Home Office	unconfirmed	1-5%	1,021	1,021	1,021	1,021	1,021
Counter Terrorism: Dedicated Security Posts - Home Office	confirmed	1-5%	3,736	3,736	3,736	3,736	3,736
Counter Terrorism Security Advisors - Home Office	unconfirmed	1-5%	140	140	140	140	140
Explosive Ordnance Devices - Home Office	confirmed	No Change	360	360	360	360	360
Pension Grant - Home Office	unconfirmed	1-5%	19,600	19,600	19,600	19,600	19,600
Loan Charge Grant - Home Office	confirmed	No Change	33	33	33	33	33
Government Grants Total			29,522	29,522	29,522	29,522	29,522
Safer Transport Team - TfL	unconfirmed	5-10%	1,338	1,338	1,338	1,338	1,338
Commercial Vehicle Unit - TfL	unconfirmed	5-10%	309	309	309	309	309
Firearms Uplift	confirmed	No Change	284	284	0	0	0
Late Night Levy - CoL	confirmed	No Change	310	310	310	310	310
Policing the Bridges - CoL	confirmed	No Change	214	214	214	214	214
Tower Bridge - CoL	confirmed	No Change	92	92	92	92	92
Disclosure and Barring Services	unconfirmed	1-5%	98	98	98	98	98
London Safety Camera Partnership - TfL	confirmed	No Change	200	200	200	200	200
POCA	unconfirmed	5-10%	500	500	500	500	500
Secounded Officers	confirmed	No Change	365	365	365	365	365
Sponsorship Agreement	confirmed	No Change	500	500	500	0	0
Servator	unconfirmed		0	0	0	0	0
Firearms Support - Bank of England	confirmed	No Change	800	800	800	800	800
Partnership Income Total			5,010	5,010	4,726	4,226	4,226
Car Pound Income	unconfirmed	1-5%	43	43	43	43	43
Fraud Academy	unconfirmed	5-10%	1,000	1,000	1,000	1,000	1,000
Bishopsgate Rent/Service Charges	unconfirmed	1-5%	39	39	39	39	39
Sales, Fees, Charges & Rents Total			1,082	1,082	1,082	1,082	1,082
Grand Total			35,614	35,614	35,330	34,830	34,830

MEDIUM TERM FINANCIAL STRATEGY 2017/18 to 2019/20

Core Planning Assumptions

Summary of MTFs assumptions	2018/19	2019/20	2020/21	2021/22	2022/23
<i>Pay inflation and pay related matters</i>					
- Provision for pay award	2.0%	1.0%	1.0%	1.0%	1.0%
- Provision for Apprenticeships	0.5%	0.5%	0.5%	0.5%	0.5%
<i>General inflation:</i>					
- Inflation on non-pay expenditure	2.0%	1.0%	1.0%	1.0%	1.0%
- Inflation on income	0.0%	0.0%	0.0%	0.0%	0.0%
- Inflation on rental income	0.0%	0.0%	0.0%	0.0%	0.0%
- Inflation on utility expenditure	0.0%	0.0%	0.0%	0.0%	0.0%
- Inflation on fuel	0.0%	0.0%	0.0%	0.0%	0.0%
- Contract inflation	2%	2%	2%	2%	2%
<i>National Insurance:</i>					
- Employers' NI Increase	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Concessionary Travel:</i>					
- Change in Rail Delivery Group contract	-0.2%	0.0%	0.0%	0.0%	0.0%
- increase in Officer Contributions to flat rate (lower rate)	86%	0.0%	0.0%	0.0%	0.0%
- increase in Officer Contributions to flat rate (higher rate)	30%	0.0%	0.0%	0.0%	0.0%
- increase in PAYE Settlement Agreement	116%	0.0%	0.0%	0.0%	0.0%
<i>Local Government Pension Scheme</i>					
- increase in police staff contributions	3.5%	3.5%	3.5%	3.5%	3.5%
<i>Resources: Change in Settlement Funding Assessment:</i>					
- Change to DCLG Settlement	0.0%	0.0%	0.0%	0.0%	0.0%
- Change to Legacy Council Tax	0.0%	0.0%	0.0%	0.0%	0.0%
- Change to Home Office Police Grant	-2%	-2%	-2%	-2%	-2%
- Change to Home Office Capital Grant	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Business Rates:</i>					
- Business rates inflation uplift	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Proceeds of Crime Act 2002:</i>					
- Forecasted increase/decrease in receipts	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Dedicated Security Posts:</i>					
- decrease in DRR3 posts	-8%	0.0%	0.0%	0.0%	0.0%
<i>Prevent:</i>					
- increase/decrease in Prevent funding	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Counter Terrorism Security Advisors (CTSA):</i>					
- increase/decrease in CTSA funding	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Armed Uplift Funding:</i>					
- decrease in Armed Uplift Income	-47%	0.0%	0.0%	0.0%	0.0%
<i>Policing the bridges Income:</i>					
- increase pay inflation	1.0%	1.0%	1.0%	1.0%	1.0%
Action Fraud Cash flow Adjustments	0	0	0	0	0
Police Officer Posts	735	735	735	735	735
Police Staff Posts	454	454	454	454	454
Force Change Team	7	7	7	7	7

The Force is entering into consultation with the Federation and officers to introduce a flat rate and increase the rate of contribution for free rail travel to £65 per officer per month.

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Committee(s): Police Committee- For Information	Date: 24 th May 2018
Subject: Disclosure- Update on Force response to national issues	Public
Report of: Commissioner of Police Pol 44-18	For Information
Report author: Hayley Williams, Strategic Development	

Summary

The matter of improving the approach to disclosure has become a priority for the Criminal Justice Sector. Although already identified as a general area for improvement since July 2017 as a result of the Mouncher¹ report and the joint inspection entitled 'Making it Fair' by Her Majesties Inspectorate of Constabulary and Fire and Rescue Services with Her Majesties Crown Prosecution Service Inspectorate (HMICFRS/ HMCPSI). Media coverage of two rape trials in December 2017 and the potential for non-disclosure of digital evidence, focused on the matter and highlighted the need for significant and immediate action across the Sector.

In January 2018, a Joint National Disclosure Improvement Plan was published, badged by the National Police Chiefs Council (NPCC), the Crown Prosecution Service (CPS) and the College of Policing (CoP). As result, in February 2018 a Joint London Disclosure Improvement Plan was developed by the Metropolitan Police Service (MPS) CPS London and the City of London Police (CoLP).

Implementation of this plan is being managed in CoLP by a Gold Group chaired by the Commander Operations and Security, and comprises membership from Learning & Development, Forensic Services, Volume Crime, Administration of Justice, Public Protection Unit and Economic Crime. Work is progressing on the strands of Capability, Capacity, Leadership, Governance and Partnerships, including review of investigations, refreshed training and the identification of Disclosure Champions.

There are also a number of key developments at a national level being overseen by an NPCC Lead Group which has all Force membership including CoLP. The most recent event was on the 8th May and was attended by Detective Supt. Stokes, Head of Fraud & NLF Operations, ECD. Key work includes a national standards document, development of potential Key Performance Indicators, reviewing national forms, new learning standards and planned Disclosure Champion events.

The Force Gold Group will continue to monitor delivery of the improvement plan until it is delivered. The next Gold Group is on the 19th June 2018. The Commissioner is confident that the Force is doing all it can to mitigate risk in this area.

Recommendation

Members are asked to note the report.

¹ <https://www.gov.uk/government/publications/mouncher-investigation-report>

Main Report

Background

1. Members will be aware from significant media coverage in December 2017 that there have been learning outcomes from a number of high profile cases which failed as a result of lack of appropriate disclosure (mainly the cases of Liam Allen and Isaac Itiary² who were both accused of rape were covered extensively by the press). The main focus of the media coverage has been regarding the non-disclosure of potential digital evidence.
2. A Report published in July 2017 by Richard Horwell QC, known as the Mouncher report which was the result of an independent investigation concluded that a trial collapsed because of human errors by the police and Crown Prosecution Service (CPS) rather than because of a deliberate attempt to cover up any crime. This report made 17 recommendations for the police and the CPS to improve the disclosure process.
3. Additionally, recommendations were made by HMICFRS from their joint inspection with HMCPSI which reported in July 2017 entitled 'Making it Fair' – A joint inspection of the disclosure of unused material in volume crown court cases- in relation to this area of business and the Police Service and partners were already considering improvements in this area when the two Metropolitan Police Service (MPS) trials were covered in the media. (The recommendations from this Inspection are reported as part of the HMICFRS update to the Performance and Resource Management Sub Committee).
4. In January 2018 the Director of Public Prosecutions (DPP) led a seminar with Chief Officers and the Judiciary to discuss the matter and what actions were necessary across the criminal justice system to lead to improvements. Also, Chief Constable Nick Ephgrave QPM, who is the national police lead for Criminal Justice, presented a national action plan agreed with the DPP at Chief Constables' Council in January 2018 and this plan was subsequently published on 26th January 2018.
5. Issued by National Police Chiefs Council (NPCC), the College of Policing (CoP) and Crown Prosecution Service (CPS), the Joint National Disclosure Improvement Plan (JNDIP) seeks to address both practical issues that will result in improved disclosure and effect a change in the mind-set and experience of those engaged in this work. However, it was assessed that improvements were dependent on senior leaders in all the relevant criminal justice organisations adopting the plan and supporting implementation.
6. City of London Police has been committed to adopting the improvement plan since its publication in January 2018. With regard to the media coverage which

² <http://www.bbc.co.uk/news/uk-42417553>

related to the aforementioned rape trials, the MPS declared the issue of disclosure a critical incident and began a review of all their rape investigations.

7. In February 2018 the MPS, City of London Police and CPS London developed the Joint London Disclosure Improvement Plan (JLDIP) which builds on the Joint National Disclosure Improvement Plan (JNDIP). The joint plan represents a shared commitment to make sustainable change to the way we exercise our duties of disclosure and fully supports the aims of the national plan. It covers improvements in the areas of capacity, capability, leadership, partnership and governance, which mirrors the national plan.

Current Position

8. The Force formed a Gold Group chaired by Commander Operations and Security to oversee the delivery of the improvement plan and developed a Gold Group Strategy. The Gold Group comprises membership from Learning & Development, Forensic Services, Volume Crime, Administration of Justice, Public Protection Unit and Economic Crime. The Strategies key points are:
 - To improve public confidence in the City of London Police in our ability to investigate crime and prosecute offenders.
 - To deliver improvements in disclosure in line with the disclosure improvement plan.
 - To provide accurate and fair communications which inspires confidence both externally and internally.
 - To influence stakeholders in the application of the rules of disclosure and assist in the shaping of national policy
9. The Gold Group has been meeting regularly and actions are issued and delivery of the actions are monitored.

Work to date

10. Work to date has included:
 - Capacity and capability- The full review of all outstanding CoLP Sex Offence prosecutions and dip sampling of other types of cases e.g Economic Crime, to check for any issues. No issues have been identified to date.
 - Capability- Training on Disclosure is being refreshed and made mandatory with an NCALT³ package, with 'Disclosure Champions' being identified across all of the operational Directorates to promote awareness. The Champions are receiving enhanced training. Infographics and other products issued by the College of Policing are also being used to raise awareness and ensure learning amongst officers.

³ National Centre for Applied Learning Technology

- Capability- The scoping of the E-discovery system which will enable greater/easier interrogation of digital media. This is currently going to tender and is also subject to funding being identified. Implementation is estimated to be in 6 months minimum.
- Leadership and governance- Commander Operations and Security is leading on this area for the Force, chairing the Gold Group, and has issued a number of Force wide communications giving direction regarding disclosure and reasonable lines of enquiry. Additionally, the issue of disclosure was discussed and given oversight at the Organisational Learning Forum on the 3rd May 2018, which is chaired by the Assistant Commissioner and attended by the Town Clerk's Policy and Projects officer for Police.
- Governance- the national recommendations from the joint HMICFRS/ HMCPSI from July 2017 have been monitored through the HMICFRS update to the Performance and Resource Management Sub Committee.
- Governance/ Partnerships- As aforementioned in terms of partnership, CoLP, the MPS and CPS London have a joint improvement plan that all are working towards. Also an NPCC lead group (Assistant Chief Constable level) has been established and the Force is fully linked in to this. Details of the latest event are below.

NPCC Lead Group for Disclosure Event- latest developments

11. Detective Superintendent Perry Stokes, ECD attended the most recent NPCC lead group event hosted by the NPCC lead for disclosure ACC Stuart Prior on the 8th May 2018. Highlights and developments of note from the event include:
 - The role of the NPCC lead group is to deliver implementation of the National Disclosure Improvement Plan, to set standards, to set a performance framework and work as a network for delivery of best practice.
 - A new National Disclosure Standards document has been produced by CC Nick Ephgrave as NPCC lead for Criminal Justice and the DPP to ensure consistency can be delivered and performance can be measured. The document refers to standards required for the completion of relevant disclosure schedules and compliance with standards is considered key.
 - Work is being conducted to design and introduce appropriate KPIs against National Disclosure Standards, however this is proving challenging as much of the work in this area is qualitative. Estimated delivery of final framework of KPIs is Summer 2018.
 - The CoP has introduced two new learning standards for disclosure, Core Disclosure (for uniformed frontline officers) and Intermediate

disclosure which builds on the core module and is aimed more at investigative practitioners and force disclosure champions.

- The role of Disclosure Champion in forces has been introduced to develop a Cadre of specialists and is not rank specific. These are viewed as 'trusted colleagues' who represent the frontline and are fundamental change agents who will identify where things are going wrong.
- 5 National events for Force Disclosure Champions are planned with the first event on the 22nd May and CoLP are confirmed attendees.
- New forms are being developed for investigative file preparation to aid an improved approach to disclosure.
- An update on the National Manual of Guidance for disclosure will be produced by Autumn 2018.

Corporate & Strategic Implications

12. The Force is acutely aware of the corporate implications and level of risk associated with the issue of disclosure and the impact this could have on the reputation of the Force, City of London Corporation and the Police Service as a whole. The Commissioner is confident that the Force is doing everything it can to ensure that any potential risk is mitigated.

Conclusion

13. The Force is committed to ensuring that it is delivering on all aspects of the National Improvement Plan through delivery of the joint London Improvement Plan. The Gold Group, chaired by the Commander Operations and Security will continue until the Force is satisfied that the Improvement Plan is delivered. The next Gold Group is on the 19th June 2018.

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