

<b>Committee(s)</b>	<b>Dated:</b>
Efficiency and Performance Sub (Finance) Committee – For Information	4 March 2015
Performance and Resource Management Sub (Police) Committee – For Information	18 March 2015
<b>Subject:</b> Collaborative Services (City of London Corporation and the City of London Police)	<b>Public</b>
<b>Report of:</b> Deputy Town Clerk	<b>For Information</b>

### Summary

Work has been ongoing between the City of London Corporation (City Corporation) and the City of London Police (City Police) to develop shared service activity. Financial pressures, and a desire to enhance effectiveness wherever possible, have continued to drive this process.

This report follows on from one tabled in September 2014 and provides an update on activity and developments since this time.

This report seeks to provide an overview into four key themes of collaboration between the City Police and the City Corporation going forward. These are in Customer Services, Community Safety, the Joint Contact and Control Room and the Ring of Steel. These work streams have been built upon the successful delivery of large transformative programmes such as the IT Modernisation and Accommodation projects. The confidence to undertake these activities is, in turn, based upon the delivery of smaller scale, and now firmly established, working relationships.

### Recommendation(s)

Members are asked to:

- Note the report.

### Main Report

#### Background

1. The City Corporation and the City of London Police have been engaging in a number of collaborative activities over a considerable period of time. Many of these undertakings were articulated in the Collaborative Services report presented to Members in September of 2014.
2. This report follows on from that previous document and provides updates on the more recent collaborations. Furthermore, it is designed to provide an insight into

potential future collaborations and opportunities for both the City Corporation and the City Police.

3. The nature of the interaction between the City Corporation and the City Police has continued to evolve. Previously, the sharing of services was on a reasonably small scale and involving single services or deliverables. More recently this has developed into much bigger shared projects. The Accommodation and IT Modernisation projects exemplify this shift. As is outlined in this report, this evolution has continued. Future work will be concentrated around four key 'streams' of work which will define the interaction between the City Corporation and the City Police.
4. This sharing of work will ensure that both the City Corporation and the City Police are able to deliver to the expectations of their customers whilst meeting considerable cost pressures.
5. This report will not reprise well established shared service items. The September 2014 version of this report is available to Members upon request.

## **Four Key Themes**

6. The City Corporation and the City Police have been developing their work together around four key work streams:
  - A. Customer Services
  - B. Community Safety
  - C. Joint Contact and Control Room (JCCR)
  - D. Ring of Steel
7. Each of these areas are in different stages of development, and quality improvement and efficiency savings will only become quantifiable as the projects evolve.

### **A. Customer Services**

8. This project is aimed at aligning divergent strategies relating to the same group of individuals – our customers. The first phase of the project has the aspiration of better defining our customers and thereby accurately assessing their expectations. In so doing it will be possible to design our service provision efficiently around their requirements. This will drive efficiency savings and improve the way that we interact with our customers. It is important that this work is undertaken as it informs the work of the other collaborative streams.
9. One of the key objectives is to improve listening, trust, perception and confidence and establish baselines from which improvement can be measured. The following outcomes are required from better working with businesses, residents, visitors and other key stakeholders:
  - Understanding the public requirement for the services provided and aligning process to meet that requirement
  - The public to have increased confidence in the police and engage in a more positive and helpful way with them
  - Ensure that resources and process are targeted on what the public actually wants (so costs can be optimised)
  - Areas of importance to the public are known by the City Corporation and City Police and inform the areas of work that will be focussed on

- Types of customers can be segmented so that specific services can be tailored to meet their needs rather than one size fits all
  - An understanding of what the key enabling requirements are in terms of skills, data, processes, measures, etc that are required to better meet the public need
  - Understand the experience of different groups of the public
  - Improve efficiency and remove inconsistencies in the customer's experience
  - The public experience a seamless experience across both the City Police and the City Corporation; no functional silos (encourage 'one team').
10. Customer surveys have recently been completed, and a draft report has been received which better identifies customer needs. This work was a collaborative undertaking, with costs and resources shared. Outputs are informing the newly formed Customer Services Steering Group (CSSG). The CSSG reports into Summit Group and both of these fora involve Chief Officers from both the City Corporation and the City Police. The CSSG has the goal of providing recommendations on customer services related projects, opportunities and the prioritisation of resources. This aligning of work has tremendous potential to improve customer interaction and deliver considerable cashable savings.

## B. Community Safety

11. The Community Safety stream of work is aimed at identifying areas of activity across the City Police and the City Corporation which have commonality in their aims, objectives and outcomes, and exploring better ways of working. The project will both respond to internal service reviews and ensure compliance with current and new legislation. This work will identify opportunities to work collaboratively across the City Corporation, the City Police and its partners to deliver services as they relate to community safety. This collaborative working is expected to improve customer outcomes relating to safer communities as well as reduce costs by removing duplication and waste by making better use of:
- Information gathering, management and sharing of business intelligence
  - Governance
  - People
  - Performance management and reporting
  - Accommodation
12. A collaborative operating model is expected to reduce overall operating costs across both organisations not only by removing duplication, but also looking at options where appropriate to cross skill staff, co-locate and make better use of accommodation and increase information sharing.
13. Work has continued between the City Corporation and the City Police in developing the Community Safety Hub concept. During the last reporting period work has been undertaken to establish the formal governance of the project. The Community Safety Hub has now been approved and supported by the Chief Officer Group on 15 October 2014, and formal approval at gateway 1 and 2 in November and December 2014. The Community Safety project has also been included on the corporate road map of the Corporate Programme Delivery Unit as a joint transformational project.

14. The project team, involving officers from both the City Corporation and the City Police, have worked through a wide list of services provided across the two organisations to compile a 'long list' of areas which may be considered to be in-scope for this project. From the long list, officers are now looking to identify a 'short list' of services or quick wins to pilot the concept of co-location.
15. Licensing is an area that has already been co-located for a couple of years and a review session has taken place to understand any lessons from this, which will then help inform the Community Safety project.
16. To determine what functions are first in scope for this project we have looked at the Priority Plan of the Safer City Partnership. From this, four areas of focus would benefit from improved ways of working under this model concept. These are:
  - Reducing the negative impact of the Night Time Economy & Anti-social Behaviour on the City.
  - Tackling Domestic Abuse.
  - Road Danger Reduction - Reducing Road Related Risks.
  - Counter Terrorism & Civil Disorder - Making the City Safe Place.
17. Service areas or functionality under consideration to achieve the above improvements include Community Intelligence and Community Safety, Casualty Reduction and Road Safety, Crime Prevention, Emergency Planning and Business Continuity, Markets and Public Protection (pollution control, street trading, financial fraud, food fraud) and fatal/major workplace health and safety investigations, Social Care (Children and Families) and Public Protection units.
18. The next steps are to work through the detail and practicalities of bringing these functions together and identifying what the barriers are to co-location and better intelligence sharing. The project officers are mindful that this project has interdependencies with other corporate projects running in parallel, JCCR, Customer Service Strategy and the Ring of Steel and will be working closely to ensure they complement each other and are working to achieve their respective goals.

#### C. Joint Contact and Control Room (JCCR)

19. The JCCR project has the aspiration of overcoming a number of issues relating to information sharing, communications, facilities and infrastructure. The vision of the project is 'a jointly-managed, operationally efficient and cost-effective service that will deliver a consistent and streamlined customer service response to a world-class standard'. Benefits include improved practice and learning, reduced costs, joint response to incidents and co-ordination of multi-agency emergencies.
20. Members may recall that the September report noted the successful pilot involving the Contact Centre. The JCCR project will seek to build upon the successes and learning generated out this earlier work.

#### D. Ring of Steel

21. The Ring of Steel upgrade programme involves a review of the existing and potential CCTV and ANPR (Automatic Number Plate Recognition) camera locations, and the identification and integration of emerging technologies. This is with the aspiration of improving security, reduce the risk of priority crime, protecting residents, business and the transient communities. It will improve

efficiency and effectiveness of business areas across the City Police and the City Corporation, particularly in acquisitive and violent crime, road and pedestrian safety, uninsured vehicles and the disruption of organised crime gangs. The project is collaborative as it has the potential to change fundamentally the interactions between the City Corporation and the City Police, particularly in relation to the role of the police, and Corporation staff, on the street.

22. Currently plans envisage a phased three step approach. Clearly with any technology project there is a strong link to our IT contractor, Agilisys. It is envisaged that we will be able to leverage our contract with them to ensure maximum value is delivered.

## **Current Activities**

### IT Modernisation

23. As of Dec 2014 Agilisys took responsibility for the providing a managed IS Service to the City Police. The service take-up and transformation projects are now well underway and progressing to plan.

24. The integrated IT Department is established and working well, although resourcing and volume of work continues to be a challenge.

25. Key outcomes remain as stated previously, namely:

- Effective delivery of core IS services and a stable and robust infrastructure
- Provide resilience for key roles within the department, thereby minimising the risk of 'single points' of failure
- Deliver projects and programmes to a higher standard
- Better meet business needs and to keep abreast of new technology that supports these needs

It should be noted that there is a programme of delivery for the above points, and the outcomes will be delivered over a period of time.

26. A review of contracts and savings is underway and the volume and timing of these savings is currently being developed. Savings will be achieved by using the existing technology to do more, rationalising some elements where they are now duplicated or redundant, and through cost avoidance and economies of scale.

27. A number of key projects have been completed or are nearing completion, for example the Police Desktop Project and the move to Guildhall Yard East and the mobile working project. These projects are examples of changes to the IT estate, which will enable business efficiencies and savings.

28. The IT Modernisation work is also reporting its work through to the Police Committee and the Information Systems Sub (Finance) Committee.

### Accommodation

29. The Accommodation Programme is designed to modernise and reduce the overall City of London police estate to 150,000 sq. ft. This equates to a reduction of 100,000 sq.ft. The programme is designed to improve the working environment, enabling the Police to work flexibly and effectively whilst consolidating the number of locations. This project is intimately linked to the IT Modernisation activity as described above.

30. As of December 2014, the refurbishment of Guildhall Yard East was completed. The Force has a phased programme to occupy the building which will conclude by the end of March 2015.
31. City Surveyors are currently preparing detailed designs to refurbish Wood Street.
32. City Surveyors have also organised the marketing of Bernard Morgan Section House. This property, previously used by the City Police as a section house, is being marketed with a 150 year leasehold with offers in excess of £17.5m being sought.
33. The Accommodation Programme is an example of the joint working between the City Police and the City Surveyor's department, supported by IS.

### **Existing Activities**

34. Whilst not being a focus of this report, it is worthwhile to note briefly some of the current established collaboration activities. These include
- Procurement and Procure to Pay (PP2P), now City Procurement
  - Occupational Health
  - Public Relations
  - Contact Centre
  - Internal Audit
  - Payroll
  - Legal
  - Financial Services

### **Activity with other Forces**

35. Members will recall that the last report to your Sub Committee provided a high level overview of the broad range of collaborations and partnerships that exist between the City of London Police and other police forces or partner agencies. There has not been any change to the position reported in September 2014. In total there remain some 42 arrangements, from informal agreements to signed protocols and arrangements that bring with them significant levels of funding (especially with respect to Economic Crime and National Lead Force activities). Areas covered are diverse and include responding to Chemical, Biological, Radioactive and Nuclear incidents, terrorist related shootings and intelligence gathering to provision of medical services in custody suites and disaster victim identification.
36. The Force continues to operate 17 separate collaborative arrangements with the Metropolitan Police Service (MPS), some of which include other forces. The details are as reported to your Sub Committee in September 2014. Most of the benefits associated with collaboration are non-cashable efficiencies. However, in addition to the operational benefits these arrangements afford, they do have associated financial benefits. For example, the signed protocol governing cross border mutual aid (Benbow) brings with it the provision of training, which if the Force were to pay for would cost in excess of £500,000. Similarly, the signed arrangement that supports firearms cross border mutual support means that the Force does not have to maintain two armed response vehicles, again mitigating the need for a substantial financial commitment (£200,000). Signed protocols exist for many operational areas covering aspects of policing that are either rare or non-existent in the City (such as suicide killings or kidnaps/extortions) which

means the City of London Police can maintain a capability in very specialist areas but without the significant costs attached to maintaining such units.

37. The Force's collaborative arrangements continue to enhance operational delivery, support capacity and capability in specialist areas and often bring with them substantial financial benefit to the Force.

## **Conclusion**

38. The City Corporation and the City Police have continued to expand their working relationship. The four collaborative work streams described in this paper clearly have great potential to deliver further efficiency and an enhanced customer experience. The confidence to proceed with these ambitious proposals has been, in part, due to the successful delivery of major transformative work, such as the IT Modernisation and Accommodation projects.
39. Looking forward there will be further opportunities for collaboration between the City Police and the City Corporation. This includes Human Resources where activities are currently ongoing exploring ways to better work together, ensuring a more efficient corporate approach to the function. There is a clear commitment from both the City Police and the City Corporation to work collaboratively to manage areas of risk and maximise savings.
40. There are a number of positive outcomes for closer working: sharing best practice; cost reductions; and better delivery to customer expectations.

## **Appendices**

None

## **Background Papers**

*Collaborative Services (City of London Corporation and the City of London Police):* to Efficiency and Performance Sub (Finance) Committee on 10 September 2014 and Performance and Resource Management Sub (Police) Committee on 26 September 2014. A hard copy of this report is available upon request.

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