

Committee	Dated:
Efficiency and Performance Sub Committee	17 July 2015
Subject: One Safe City Governance	Public
Report of: Deputy Town Clerk	For Information

Summary

The One Safe City programme brings together four work streams to deliver its vision “World class service for our customers and communities through collaboration”. The One Safe City programme is a joint initiative by the City of London (City Corporation) and the City of London Police (City Police). The four work streams are

- Joint Contact and Control Room (JCCR)
- Community Safety
- Ring of Steel
- Customer Services

This report provides Members with the Vision and Objectives of this programme. It provides an overview into each of the four streams as described above. More detailed information relating to the Terms of Reference (Appendix 1), the governance structure (Appendix 2) and the roadmap (Appendix 3) are also included.

Recommendation(s)

Members are asked to note this report.

Main Report

Background

1. The City of London Corporation (City Corporation) and the City of London Police (City Police) have been engaging in a number of collaborative activities over a considerable period of time. In March of this year, Members of the Efficiency and Performance Sub (Finance) Committee and the Performance and Resource Management Sub (Police) Committee received a report entitled Collaborative Services which described many of these initiatives. The report, at this time, identified four key work streams:
 - Joint Contact and Control Room (JCCR)
 - Community Safety
 - Ring of Steel
 - Customer Services
2. Since March, these four activities have been more formally grouped together into a programme of work entitled ‘One Safe City’. Members have requested an update on this programme, its terms of reference and its governance.

3. This report sets out the vision and objectives of the One Safe City programme. Furthermore it provides some background into each of the four work streams described above. More detailed information on the Terms of Reference (Appendix 1) for the Programme Board, the governance structure (Appendix 2) and the current activity under each theme, described in roadmap format (Appendix 3).
4. Our close collaboration for the One Safe City programme ensures a coordinated approach to customer service and community safety, reducing duplication of effort and improving efficiencies to deliver greater outcomes.

Current Position

5. The agreed Vision and Objectives of the One Safe City Programme Board are described below. Further detailed information on the Terms of Reference are attached as Appendix 1.
6. Vision
 - a. World class service for our customers and communities through collaboration.
7. Objectives
 - a. To deliver the Programme Vision
 - b. To provide strategic direction and oversight for key collaborative projects / initiatives that make up the programme; initially the Ring of Steel, Joint Contact and Control Room, Community Safety and Customer Services projects
 - c. Agree any future joint collaborative projects
 - d. To ensure the programme demonstrates a coordinated approach to customer service and community safety
 - e. Ensure that opportunities for collaboration are maximised for the mutual benefit of both parts of the organisation
8. Membership
 - a. The Board will have seven permanent members and is alternately chaired by the Assistant Commissioner and the Deputy Town Clerk.
 - b. Additional attendees may be invited when particular issues are under consideration and they need to report on progress or answer questions.

Work Streams

Joint Contact and Control Room (JCCR)

9. The ambition of the JCCR project is to implement a fully integrated contact, control and command facility which can be used by either the City of London Corporation or the City of London Police, jointly or independently. This will improve our joint response to incidents and the coordination of multi-agency emergency incidents. The JCCR will deliver an enhanced customer experience by improving first contact resolution and through extended coverage.
10. The project aims to achieve efficiency savings, develop shared practice and learning, improve joint response to incidents and the coordination of multi-agency emergency incidents, and increase further opportunities for collaboration.

11. The project recently agreed the space and accommodation requirements for the JCCR. Options appraisals will shortly be completed on Wood Street as a potential location for the JCCR, which will include forecasts of costs.

Community Safety

12. This project will identify further areas of joint working and collaboration across the City of London Corporation and City of London Police to improve the services we provide to our customers and communities.
13. This work will encompass new legislation relating to community safety, crime reduction and anti-social behaviour and will further support the Safer City Partnership.
14. Sharing the experiences and learning the lessons from the co-location of licensing from 2008 has been a key activity recently for this project. Meetings are currently being undertaken with leads to identify deliverables and where barriers exist. The vision for the Community Safety project has recently been provided to the Programme Board for sign off.

Ring of Steel

15. The 'Ring of Steel' is a security and surveillance cordon around the square mile. This encompasses several hundred CCTV cameras surrounding the City. The City Corporation and City Police have a joint strategy to further improve the safety of the Square Mile by developing this cordon.
16. The programme includes upgrading existing technology for the Automatic Number Plate Recognition (ANPR) cameras. This will significantly reduce the number of uninsured vehicles on our roads which will lead to improved safety.
17. Building on this there is potential for further enhancement and multi-use of new and emerging technology.

Customer Services

18. All of the projects above aim to improve aspects of customer service and community safety. The customer services strand of this programme will ensure an ongoing focus and alignment of the outcomes of these projects to our customer needs, contributing to aim of delivering world class services.
19. The project has recently commissioned the consultant McLaren Solutions to undertake some research into customer satisfaction and access routes. This has just been published and will inform the next steps of the project.

Conclusion

20. This report provides a brief introduction to the One Safe City programme, its vision and objectives. More detailed information on its terms of reference (Appendix 1) and its governance structure (Appendix 2) have also been included. Progress against the four work streams (JCCR, Customer Services, Community Safety and Ring of Steel) are depicted in the Roadmap (Appendix 3). The close collaboration for the One Safe City programme will ensure a coordinated approach, reducing duplication and delivering improved outcomes.

Appendices

- Appendix 1 – Terms of Reference
- Appendix 2 – One Safe City Governance Structure
- Appendix 3 – One Safe City Roadmap

Background Papers

Further information relating to any of the work streams is available on request.

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Appendix 1 – Terms of Reference

A. Terms of Reference

- a. Advise on the success measures and expectations for the programme
- b. Accountable for driving progress, promoting successful implementation of the programme
- c. Monitor changes to deliverables and key milestones to ensure continued focus on progress as well as deciding priorities between competing milestones
- d. To ensure that stakeholders represented on the board work closely to ensure coordination across the programme
- e. To monitor overall progress using data from monthly highlight reports
- f. To ensure that interdependencies are identified and managed
- g. To engage with key programme stakeholders (in accordance with the agreed Stakeholder Management Strategy)
- h. To manage programme level risks and issues and support project leads in the resolution of project level risks and issues
- i. Negotiation of solutions to any problems between the programme, other programmes and other bodies
- j. To act as escalation point for the programme
- k. To monitor spend against agreed budgets
- l. Improve Communications across both organisations

B. Governance

- a. The Programme Board will report into Summit Group.
- b. The Governance structure is attached as Appendix 2.

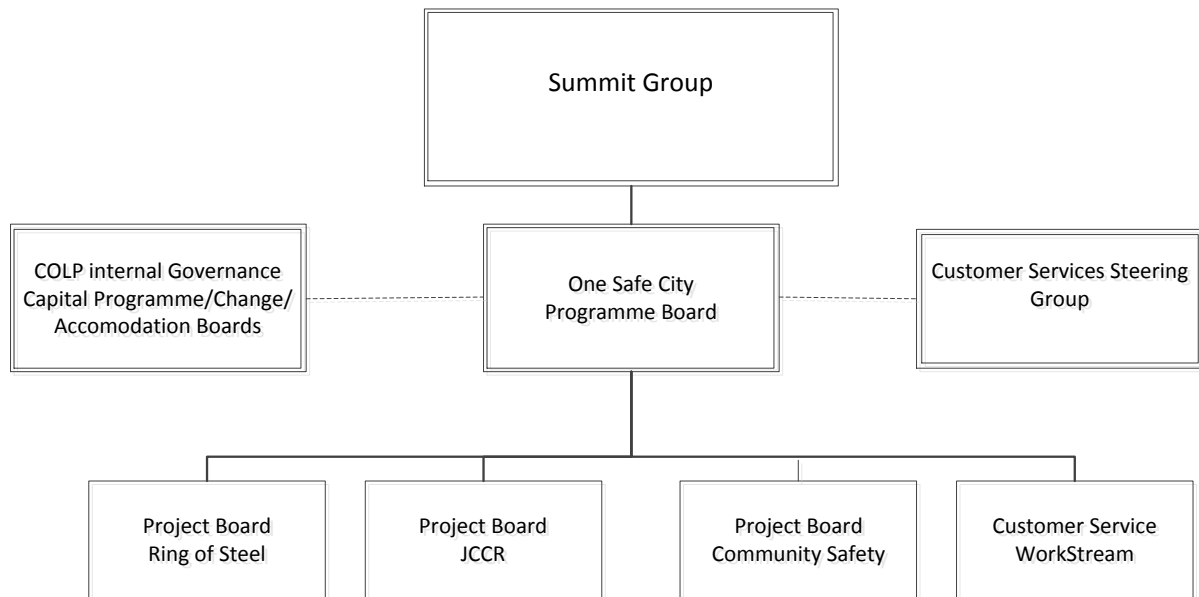
C. Scope

- a. The Programme Board will be responsible for oversight of the delivery of the One Safe City Programme and will be accountable to Summit Group.

D. Meetings

- a. The Programme Board will meet every month, unless agreed otherwise. This will be reviewed after 6 months. Meetings will normally be no more than 1 hour in duration.
- b. Inputs
 - i. The Board will have a standard agenda including:
 - Minutes and Actions
 - Short highlight reports from each project (to include risks, issues and key budget information)
 - High level plan with milestones (tbd)
 - Risks and issues (tbd)
 - ii. All other reporting will be by exception.
- c. Outputs
 - i. Minutes
 - ii. Action/Decision Log
 - iii. Date of next meeting

Appendix 2 – One Safe City Governance Structure



Appendix 3 – One Safe City Roadmap

Programme / Project	2015												Monthly Update Report Received	RAG					
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec							
<p>Last updated 02 July 2015</p> <p>One Safe City - Susan Attard & Ian Dyson</p>	<ul style="list-style-type: none"> Programme Board Meetings scheduled for the rest of 2015 												N/A						
<p>>> Joint Contact & Control Room (JCCR) Lead: Wayne Chance, Dave McGinley</p>	<ul style="list-style-type: none"> Concepts of Operations report produced by Mott-24/2 	<ul style="list-style-type: none"> Final layout presented by Mott to Project Team on 16th March & Challenge Panel 24/3 	<ul style="list-style-type: none"> Final JCCR design to be issued 21/4 & Both organisations to approve the final JCCR on 28/4 Project Board to sign off feasibility stage end of April 	<ul style="list-style-type: none"> Space required presented to May Accom Board (AB) AB agreed main JCCR would go into Wood Street basement, subject to Summit agreement 												<ul style="list-style-type: none"> Gateway 3/4/5 to be drafted Internal comms plan to be produced to be signed off by Prog. board 	<ul style="list-style-type: none"> Process improvement work to be scoped by workstream leads Bishopsgate and Snowhill to be appraised as interim location options 	30th June 2015	
<p>>> Customer Services Lead: Tony Cairney</p>	<ul style="list-style-type: none"> Mtgs TBA - Susan Attard & Ian Dyson to agree programme priorities & integration of streams into a single programme 												30th June 2015						
<p>>> Community Safety Lead: Doug Wilkinson (& David Mackintosh)</p>	<ul style="list-style-type: none"> Vision statement circulated Briefing presentation to various groups Shared experiences and lessons from co-location of Licensing Work streams to produce opportunities / challenges Detailed budget sheets Briefing sessions for multiple workstreams 												<ul style="list-style-type: none"> Sign off of function and model of delivery Community Safety co-location trial 	<ul style="list-style-type: none"> Sign off of function and model (People / PPU) Summaries of Workstreams to be presented to August Project Board 	1st July 2015				
<p>>> Ring of Steel Lead: Wayne Chance</p>	<ul style="list-style-type: none"> Delegated Authority for Gateway 5 granted at project Sub 23/2 Authority to start work 6/3 	<ul style="list-style-type: none"> Contract Award 27/3 	<ul style="list-style-type: none"> Lessons Learned from tender procurement Proc & Project team met to draft procurement plan 	<ul style="list-style-type: none"> Update project plan inc milestones IS lead / resource to be identified 	<ul style="list-style-type: none"> Public Cust. Sats Initial scoping current engagement activities Review outputs from McLaren / Cust Carewords / Bright Ind 	<ul style="list-style-type: none"> Complete OO document Refine current engagement activities Develop Project Plan Review JCCR data 	<ul style="list-style-type: none"> Sign off of function and model of delivery Community Safety co-location trial 	<ul style="list-style-type: none"> Sign off of function and model (People / PPU) Summaries of Workstreams to be presented to August Project Board 	<ul style="list-style-type: none"> Video streaming to be fixed August 2015 ITT short listing 	<ul style="list-style-type: none"> Issue ITT 	<ul style="list-style-type: none"> PQQ short listing 	<ul style="list-style-type: none"> Lessons Learned from tender procurement Proc & Project team met to draft procurement plan 	<ul style="list-style-type: none"> PQQ released Benefit Realisation workshop Video streaming fixed 	<ul style="list-style-type: none"> ITT short listing 	30th June 2015				