

<b>Committee(s):</b> Police – For information	<b>Date:</b> 21 <sup>st</sup> September 2017
<b>Subject:</b> Strategic Threat and Risk Assessment (STRA) Process 2017-18	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 59-17	<b>For Information</b>
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### Summary

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

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

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

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

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

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

### Recommendation

It is recommended that Members note the report.

## **Main Report**

### **Background**

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

### **The process**

5. The Force Intelligence Bureau (FIB) in the Information and Intelligence Directorate develops the STRA. This comprises 3 elements:
  - The Operational requirements- these are template documents completed by Departments and Units with an overall Operational Requirement being developed for each Directorate.
  - The MoRiLE<sup>1</sup> review / horizon scan of the current City of London Police priorities via the Strategic Assessment<sup>2</sup>
  - The Strategic Policing Requirement (SPR)

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<sup>1</sup> MoRiLE- Management of Risk in Law Enforcement- [http://www.excellenceinpolicing.org.uk/wp-content/uploads/2015/10/1-3\\_MoRiLE.pdf](http://www.excellenceinpolicing.org.uk/wp-content/uploads/2015/10/1-3_MoRiLE.pdf)

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

## Operational Requirement

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

## Peer Challenge panel

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

## **Current Position**

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

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

## **Timeline**

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

## **Corporate & Strategic Implications**

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

## **Conclusion**

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

## **Appendices**

- Appendix 1- STRA visuals

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