



Police Committee

Date: THURSDAY, 13 JULY 2017
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **POLICE PENSIONS BOARD**

To agree the public minutes and summary of the meeting held on 18 May 2017.

For Decision
(Pages 1 - 14)

a) Professional Standards & Integrity Sub Committee (Pages 15 - 20)

To receive draft minutes from the last meeting of the Police Pensions Board on 10 May 2017.

b) Economic Crime Board (Pages 21 - 28)

To receive the draft minutes from the last meeting of the Performance & Resource Management Sub (Police) Committee on 30 May 2017.

c) Performance & Resource Management Sub Committee (Pages 29 - 34)

To receive draft minutes from the last meeting of the Economic Crime Board on 9 June 2017.

d) Professional Standards & Integrity Sub (Police) Committee (Pages 35 - 38)

To receive draft minutes from the last meeting of the Professional Standards & Integrity Sub (Police) Committee on 5 June 2017.

4. **OUTSTANDING REFERENCES**

For Information
(Pages 39 - 42)

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

Report of the Town Clerk

For Decision
(Pages 43 - 46)

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

Report of the Commissioner of Police

For Information

7. **JOINT HEALTH AND WELLBEING STRATEGY AND JOINT SUICIDE PREVENTION ACTION PLAN**
Joint report of the Director of Community and Children's Services and the Commissioner of Police.

For Information
(Pages 57 - 100)

8. **RISK REGISTER UPDATE**
Report of the Commissioner of Police.

For Information
(Pages 101 - 112)

9. **SPECIAL INTEREST AREA UPDATE**
Verbal update from Members on two Special Interest Areas: Anti-Social Behaviour & Community Engagement and Equality Diversity & Human Rights

For Information

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

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

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

For Decision

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 18 May 2017.

For Decision
(Pages 113 - 118)

- a) Police Pensions Board (Pages 119 - 124)
To receive the draft non-public minutes from the last meeting of the Police Pensions Board on 10 May 2017
- b) Performance & Resource Management Sub-Committee (Pages 125 - 126)
To receive the draft non-public minutes from the last meeting of the Performance & Resource Management Sub-Committee held on 9 June 2017.
- c) Economic Crime Board (Pages 127 - 128)

To receive the draft non-public minutes from the last meeting of the Economic Crime Board held on 9 June 2017.

14. **ACTIONS TAKEN SINCE THE LAST MEETING**
Report of the Town Clerk

For Information
(Pages 129 - 130)
15. **CAPITAL AND REVENUE OUTTURN 2016-17**
Joint report of the Chamberlain and Commissioner of Police.

For Information
(Pages 131 - 150)
16. **RING OF STEEL STABILISATION AND COMPLIANCE PROJECT [IMS-DRS] ISSUE REPORT**
Report of the Commissioner of Police.

For Decision
(Pages 151 - 162)
17. **ESMCP - INTEGRATED COMMAND AND CONTROL SYSTEM UPGRADE TO ESN-READINESS (ESN-R)**
Report of the Commissioner of Police

For Decision
(Pages 163 - 174)
18. **ACTION AND KNOW FRAUD CENTRE - CONTRACT SERVICE BUDGET**
Report of the Commissioner of Police.

For Decision
(Pages 175 - 190)
19. **POLICE ACCOMMODATION STRATEGY: DELEGATED AUTHORITY REQUEST**

For Decision
(Pages 191 - 194)
20. **POLICE ACCOMMODATION STRATEGY: DECANT - COLP DIRECT FIT OUT - GATEWAY 5 AUTHORITY TO START WORK**

For Decision
(Pages 195 - 200)
21. **POLICE ACCOMMODATION STRATEGY: DECANT - RELOCATION OF FORCE CONTROL ROOM**

For Decision
(Pages 201 - 216)

22. **TAXI DRIVERS' DEMONSTRATIONS AT BANK JUNCTION**

Joint report of the Comptroller and City Solicitor.

For Information
(Pages 217 - 232)

23. **COMMISSIONER'S UPDATES**

Commissioner to be heard.

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

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

Provision of a Uniform Managed Service for City of London Police Stages 1&2 Report

Report of the Chamberlain and the Corporate Services Category Board

(Pages 233 - 246)

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POLICE COMMITTEE

Thursday, 18 May 2017

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

Present

Members:

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

Officers:

Tony Cairney	-	Superintendent, City of London Police
David Clark	-	T/Commander, City of London Police
Ian Dyson	-	Commissioner, City of London Police
Jane Gyford	-	T/Commander, City of London Police
Philip Gregory	-	Chamberlain's Department
Helen Isaac	-	Superintendent, City of London Police
Teresa La Thangue	-	City of London Police
Hayley Williams	-	City of London Police
Tom Evans	-	City Surveyor's Department
Simon Rilot	-	City Surveyor's Department
Carl Locsin	-	Communications, Town Clerk's Office
Richard Jeffrey	-	Comptroller and City Solicitor's Department
Philip Saunders	-	Remembrancer's Department
Oliver Bolton	-	Town Clerk's Department
Neil Davies	-	Town Clerk's Department
George Fraser	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Kate Smith	-	Town Clerk's Department
Craig Spencer	-	Town Clerk's Department

1. APOLOGIES

There were no apologies received.

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

There were no declarations of interest.

3. APPOINTMENT OF COMMITTEE

RESOLVED – That the Order of the Court of Common Council appointing the Committee and approving its Terms of Reference be received.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order No.29. The Town Clerk read a list of Members eligible to stand and Deputy Douglas Barrow, being the only Member who expressed his willingness to serve, was duly elected as Chairman of the Committee for the ensuing year.

RESOLVED – That Deputy Douglas Barrow be re-elected Chairman for the ensuing year.

On being re-elected, the Chairman thanked the Committee for its support, bid farewell to Helen Marshall and Mark Boleat and thanked them for their contribution to the work of the Committee.

The Chairman welcomed new Member Emma Edhem to her first meeting of the Committee.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. *There were two expressions of interest for the position of Deputy Chairman of the Committee and therefore a ballot was held between Alderman Alison Gowman and Deputy James Thomson. The results were as follows:*

	Votes
Deputy James Thomson	7
Alderman Alison Gowman	2

Deputy James Thomson was therefore declared Deputy Chairman for the ensuing year.

RESOLVED – That Deputy James Thomson be elected Deputy Chairman of the Police Committee in accordance with Standing Order 30.

6. **APPOINTMENT OF SUB-COMMITTEE CHAIRMEN**

The Committee considered a report of the Town Clerk concerning the appointment of sub-committee chairmen.

The Committee discussed the various options presented and, on balance, agreed to retain the current status-quo as outlined at option 7i in the report (whereby a Grand Committee has the option of choosing who should take the chair of a sub-committee that it appoints, or decide to leave such matters to the sub-committee).

RESOLVED – That the election of sub-committee chairmen be carried out in accordance with option 7i as set out in the report, in which Grand Committee Chairman have the option of choosing who should take the chair of a sub-committee that it appoints.

7. **APPOINTMENT OF THE SUB-COMMITTEES**

The Committee considered a report of the Town Clerk concerning the appointment of Members to Sub-Committees and various other internal and external bodies for the ensuing year.

A Member took the opportunity to raise concerns regarding the lengthy period between scheduled meetings of this Committee which had arisen as a consequence of the City-wide elections. It was agreed that the Committee's concerns should be expressed to the Town Clerk to ensure that such an issue was avoided for the next elections in 2021. (1)

RESOLVED – That

- a) the Terms of Reference for each of the sub-committees be approved;
- b) the appointment of the four as follows:-

ECONOMIC CRIME BOARD

Simon Duckworth (Chairman)
Nicholas Bensted-Smith
Deputy Henry Pollard
Deputy Richard Regan
Deputy Keith Bottomley
One Co-Opted Member to be confirmed

PERFORMANCE AND RESOURCES MANAGEMENT SUB COMMITTEE

Deputy James Thomson
Alderman Alison Gowman
Nicholas Bensted-Smith
Deputy Keith Bottomley
Lucy Sandford (External Member)
Two Co-Opted Members to be appointed by Audit & Risk Management Committee

PROFESSIONAL STANDARDS AND INTEGRITY SUB COMMITTEE

Alderman Alison Gowman
Nicholas Bensted-Smith
Deputy Richard Regan
Lucy Sandford
One Co-Opted Member to be confirmed

POLICE PENSIONS BOARD

Alderman Ian Luder
Helen Isaac
Davina Plummer
Kieron Sharp
John Todd
Alexander Barr

- c) the Chairmen for the two Sub-Committees and Economic Crime Board and the Police Pensions Board be appointed as follows:

Economic Crime Board
Simon Duckworth

Professional Standards and Integrity Sub-Committee
Alderman Alison Gowman

Performance and Resource Management Sub-Committee
Deputy James Thomson

Police Pensions Board
Alderman Ian Luder

- d) the vacancies for Co-opted Members of the Professional Standards & Integrity Sub-Committee and the Economic Crime Board be advertised to all Members of the Court of Common Council.
- e) the appointments to various internal and external bodies be agreed as follows:

Streets and Walkways Sub-Committee
Alderman Alison Gowman

Safer City Partnership
Deputy Douglas Barrow

Association of Police and Crime Commissioners
Simon Duckworth

Information Technology Sub (Finance) Committee
Deputy Keith Bottomley

- f) the frequency of 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
 - 2 times a year for the Police Pensions Board

8. MINUTES

8.1 Police Committee

RESOLVED – That the minutes of the Police Committee held on 18 January be approved as a correct record.

Matters Arising

Draft Policing Plan 2017-20: In response to a query, the Commissioner confirmed that the Draft Policing Plan 2017-20 had been submitted and approved as per resolution “a” of Item 9.

8.2 Economic Crime Board

RESOLVED – That the minutes of the last meeting of the Economic Crime Board held on 24 January be received.

8.3 Performance and Resource Management Sub (Police) Committee

RESOLVED – That the minutes of the last meeting of the Performance and Resource Management Sub (Police) Committee held on 23 February be received.

8.4 Professional Standards and Integrity Sub (Police) Committee

RESOLVED – That the minutes of the last meeting of the Professional Standards and Integrity Sub (Police) Committee held on 1 March be received.

9. OUTSTANDING REFERENCES

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

1. Barbican CCTV

The Commissioner explained that the Ring of Steel programme and the Barbican CCTV upgrade were separate issues and should be considered as independent actions. The Ring of Steel programme was on track and a report would be expected in September 2017; however, an update on any considerations around the possibility of enhanced Barbican CCTV, owing to Crossrail and major building developments in that area, would not be expected until May 2018.

6. Community Speedwatch

The Commissioner explained that the environment within the City of London was seen as a special case and there was consideration into the use of volunteers.

The Committee agreed that this item should be removed from the Outstanding References as it was considered within agenda item No.23 – Road Safety Danger Reduction Plan 2017/18.

7. Special Interest Areas

The Committee rejected the suggestion that the Special Interest Areas (SIAs) for Anti-Social Behaviour & Community Engagement and Public Order be amalgamated and agreed that they should remain separate SIAs.

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

10. CRIMINAL FINANCES ACT

The Committee received a report of the Remembrancer that set out those aspects of the Criminal Finance Act relevant to the Police Committee.

The Commissioner advised that the new Criminal Finances Act offered opportunities for policing in respect of Unexplained Wealth Orders, which had

previously been difficult to deal with under other legislation. The Commissioner also referenced the advantages that might be brought to criminal investigations where the UK's beneficial ownership register would prove useful in providing and satisfying lines of enquiry, which previously may have been unavailable.

RESOLVED – That the report be noted.

11. CITY OF LONDON POLICE MUSEUM - GATEWAY 7 OUTCOME REPORT LIGHT

The Committee considered a report of the Town Clerk detailing the outcome of the City of London Police Museum project.

RESOLVED – That the project be closed.

12. ANNUAL REVIEW OF FEES AND CHARGES 2017/18

The Committee considered a report of the Commissioner seeking Members' approval to the Fees and Charges Policy for the financial year 2017/18. It was noted that the Force had taken the decision to set its own charging rates for various services it provided, rather than follow the charging rates used by the Metropolitan Police Service as in recent years.

RESOLVED - That the Charging Policy and rates for 2017-18 be approved.

13. SPECIAL INTEREST AREA SCHEME 2017/18

The Committee considered a report of the Town Clerk which set out the arrangements for the Special Area Interest (SIA) Scheme for 2016/2017 and requested Members to confirm appointments to each of these areas.

The report also informed of key developments in each of the areas over the past year, highlighting where Member involvement had made a difference.

Members of the Committee thanked officers for all their work and support in ensuring the success of the scheme.

RESOLVED – That report be noted and Lead Members be appointed as follows: -

Business Improvement and Change and Performance and Risk Management	Deputy James Thomson
Professional Standards and Integrity	Alderman Alison Gowman
Equality, Diversity & Human Rights	Lucy Sandford
Counter Terrorism	Deputy James Thomson
Strategic Policing Requirement Overview	Deputy Henry Pollard
Economic Crime /Fraud	Simon Duckworth
Accommodation/Infrastructure	Deputy James Thomson
Road Safety and Casualty Reduction	Alderman Alison Gowman
Public Order	Emma Edhem
Safeguarding and Public Protection/ICV Scheme	Nick Bensted-Smith
Anti-Social Behaviour and Community	Lucy Sandford

14. CITY OF LONDON POLICE ANNUAL REPORT 2016/17

The Committee received the draft annual report detailing crime, financial and staff statistics as well as the achievements of the City of London Police for 2016-17.

A Member questioned the information given in the Performance against Measures graph concerning the management of anti-social behaviour within the City, which declared that the City of London Police had “worked with St. Mungo’s to conduct operations to identify and assist foreign nationals sleeping rough in the City”. The Member asked for the wording to be amended to remove “foreign nationals” as the Force work to identify and assist all rough sleepers. (4)

A Member also noted that there should be more alignment between the list of Measures set out in the Plan and the graphs indicating Performance against Measures. (5)

A Member asked whether it was necessary to produce reports of such length; responding, the Commissioner explained that these reports provided a vital opportunity for the City of London Police to illustrate all the activities it had been involved in over the course of the year. He also explained that the format of the report was under review in collaboration with the Town Clerk for next year.

RESOLVED – That the draft annual report be approved, subject to Members’ comments during discussion.

15. DEBTOR BALANCES AND WRITE OFF REPORT 2016/17

The Committee considered a report of the Commissioner that included an update on two debtor balances for the City of London Police that were considered irrecoverable. The report sought approval from Members to write off the two debts amounting to £91,074 and £237,966 arising from services supplied to the Mayor’s Office for Policing and Crime (MOPAC) and the Food Standard Agency (FSA) respectively.

The Commissioner explained that, in the case of the debt owed by MOPAC, various parties had agreed to contribute a specific sum to cover costs arising under secondment agreements. The sum was deemed reasonable in reference to the costs incurred by other parties, e.g. the Metropolitan Police.

The Commissioner explained that sum associated with to the Food Standards Agency (FSA), could be considered as an unpaid bill rather than a debt. This sum arose from a situation in which the City of London Police did not take sufficient steps to obtain a contract ensuring payment beyond a specific date, beyond which the work had exceeded. Lessons had been learned from this case to obtain clear memoranda of understanding in future.

Members requested that the City of London Police remains able to provide clear assurances that there was a debt policy in place to manage these risks.

The Commissioner stated that the Force was subject of the City of London Financial Regulations in this respect

RESOLVED – That the decision to write-off debts of £91,074 and £237,966 to MOPAC and FSA respectively be agreed.

16. **STOP AND SEARCH UPDATE**

The Committee received a report of the Commissioner that provided an update on developments with the Best Use of Stop and Search Scheme.

The Commissioner noted that there had not been any complaints registered for stop and search within the last 12 months.

RESOLVED – That the report be noted.

17. **INDEPENDENT CUSTODY VISITING SCHEME ANNUAL REPORT 2016/17**

The Committee received a report of the Town Clerk that provided Members with an update on the progress of the City of London's Independent Custody Visiting (ICV) Scheme.

The Town Clerk highlighted an issue relating to the production of ICV access passes in that they were not being produced quickly enough and were experiencing technical issues. The production process was now being scrutinised to resolve these issues.

Members sought assurances that those issues and concerns arising from visits highlighted in the report were being dealt with in a timely fashion and stressed the importance of ensuring those of critical need were prioritised effectively, with an appropriate escalation procedure in place. The Commissioner gave assurance that all issues raised by the ICVs regarding the custody suite are overseen and prioritised by the CoLP Director of Estates and Support Services.

RESOLVED – That the report be noted.

18. **QUARTERLY COMMUNITY ENGAGEMENT ACTIVITY UPDATE**

This Committee received a report of the Commissioner updating on engagement and activities across the four main areas linked to the Force's strategic priorities - Counter Terrorism and communications, Safeguarding the Vulnerable, Anti-Social Behaviour and Policing the Roads.

A Member raised a question relating to a story published in the Metro newspaper that alleged that a particular massage parlour was operating as a brothel. The Commissioner reiterated that there was no evidence found to suggest that this was the case, but that contact was currently ongoing regarding community suspicions about premises such as these within the local area.

A Member asked whether there was a significant issue with Anti-Social Behaviour (ASB) in the City. The Commissioner explained that there had been increased standards of reporting and therefore it would be useful to consider the issue as one of perception. The Commissioner stated that the perception of an increase in ASB was something that needed to be addressed.

A Member raised a point to the Committee relating to paragraph 3.5, and the issue of rough sleepers within the City of London. The Member explained that there was a noticeable increase of rough sleepers London-wide and unfortunately this also included the City. Fleet Street was an area that on average would see about 8 people sleeping rough, this was often due to dispersal activities in the boroughs of Westminster and Camden. The City of London commissioned St Mungo's to provide an outreach service that involved the team providing outreach hits at different times throughout the day and evening. The aim of the team was to ensure that rough sleepers in the square mile had an assessment, and that plans were put in place to enable them to access services and accommodation. Often there was resistance and the team worked very hard to engage with the rough sleepers. There were sometimes Eastern Europeans in the area who have no recourse to funds and they needed to engage with finding work or being reconnected back their country of origin. The Commissioner and Town Clerk noted these concerns.

RESOLVED – That the report be noted.

19. REVIEW OF COMMUNITY ENGAGEMENT

The Committee received a report of the Commissioner reviewing community engagement carried out by the force and in partnership with the City of London Corporation.

A Member stated that, with regards to the Communications Strategy, a profile of the audience and understanding of social media would be critical. These comments were noted by the Commissioner.

RESOLVED – That the report be noted.

20. FRAUD IN THE CITY OF LONDON

The Committee received a report of the Commissioner updating on the impact of fraud on the City of London community.

A Member commented that fraud was rising and, with reference to the combined sentencing length of 219 years stated in paragraph 7, that the focus needed to be on victims. A Member questioned whether or not it was possible to advise the public on the efficiency of fraud reduction. The Commissioner responded to say that assessing this would not be straightforward and welcomed Members' input.

A Member noted that according to paragraph 6, approximately 10% of all investigations into City-based offenders reached a point of outcome. The Member questioned whether this should be considered as sufficient, or that it required improvement. The Commissioner explained that the numbers did not necessarily equate directly to a measure of effectiveness as some investigations would be more significant in size than others. The Commissioner stated that demonstrating effectiveness in this area was always a challenge, and that it was very hard to draw conclusions from figures and statistics as we rarely have access to all the information and wider scope of fraudulent activity.

RESOLVED – That the report be noted.

21. DRAFT CORPORATE PLAN 2018-23

The Committee was presented with a report of the Town Clerk that outlined an early draft of the City of London Corporation's Corporate Plan 2018-23. The Committee was asked to submit any questions or feedback before wider consultation on the plan takes place in the autumn with staff, partners and other stakeholders.

A Member commented that national economic security should be an issue for consideration within the plan.

RESOLVED – That the report be noted.

22. QUARTERLY EQUALITY AND INCLUSION UPDATE

The Committee received a report of the Commissioner of Police that provided an update on the Equality and Inclusion related activities conducted by the Force since the last report submitted in September 2016.

The Commissioner explained that the report highlighted that unconscious bias training was progressing in force.

With regard to a Member question on recruitment from under-represented groups, the Commissioner explained that the Force had considered this in detail for the current recruitment campaign. A Member asked what the significant action was for the recruitment plan and also queried how outcomes from the Staff Survey would be taken forward. The Commissioner stated that the Force Equality and Inclusion Officer had worked extensively with the Human Resources Dept to ensure that advertisements were appropriate and the Lead Member for Equality and Inclusion had also been involved. With regard to the time delay for recruitment, the Commissioner explained that improvement on vetting was needed but that this was largely down to delays by third parties which undertake a specific aspect of the vetting. With regard to the Staff Survey a member of the Force Senior Leadership Team had been appointed to lead on analysis of the outcomes and implementation of any areas for improvement that the analysis identifies.

RESOLVED – That the report be noted.

23. ROAD DANGER REDUCTION PROGRAMME 2017/18

The Committee received a joint report of the Director of the Department of the Built Environment and the Commissioner of Police advising Members on the reductive effect on the risk of being injured on the City's streets as a result of various engineering, educational and enforcement measures taken over recent years.

A Member asked a question regarding the funding of the scheme, to which another Member explained that the funding process is the responsibility of the City of London Corporation, rather than City of London Police. It was agreed that this should be followed up with the CoLC officers. (6)

A Member asked whether or not there is any evidence that electronic signs measuring vehicle speed have any beneficial effect. The Commissioner stated that this was dependent on the location of the signs. Although they have been proven to be effective in reducing speed in general terms, it is thought that they are more influential in less urban areas, rather than within the City of London. This was mainly due to the same percentage of speed reduction corresponding to significantly higher reduction in total speed on country lanes, for example. Another Member commented that the beneficial effects of these measures tended to suffer from fatigue after a period, and would work best as a contributing element within a wider package of measures targeting any particular location.

RESOLVED – That the report be noted.

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

There were no questions.

25. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

26. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.

27. NON-PUBLIC MINUTES

27.1 Police Committee

RESOLVED - That the non-public minutes of the meeting held on 27 January 2017 be agreed as a correct record.

27.2 Economic Crime Board

RESOLVED - That the non-public minutes of the Economic Crime Board of the Police Committee meeting held on 24 January 2017 be received.

27.3 Performance and Resource Management Sub (Police) Committee

RESOLVED - That the non-public minutes of the Performance and Resource Management Sub (Police) Committee meeting held on 23 February 2017 be received.

27.4 Professional Standards and Integrity Sub (Police) Committee

RESOLVED - That the non-public minutes of the Professional Standards and Integrity Sub (Police) Committee meeting held on 1 March 2017 be received.

28. POLICE ACCOMMODATION STRATEGY

The Committee considered and approved a joint report of the City Surveyor, Chamberlain and Commissioner of Police updating members on the Police Accommodation Strategy and seeking approval of further measures integral to the progression of the programme.

29. **RISK TREATMENT PLAN - GATEWAY 1-5 AUTHORITY TO START WORK - REGULAR**

The Committee received a report of the Chamberlain updating Members on the risk treatment plan.

RESOLVED – That the report be noted.

30. **ASSOCIATION OF TRAIN OPERATING COMPANIES - ANNUAL REVIEW [TO FOLLOW]**

This report was not available at the time of agenda dispatch and was planned to be circulated separately.

Prior to the Committee meeting, and with the Chairman's approval, this report was postponed until the next Police Committee on 13 July and removed from the agenda.

31. **EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) CONTROL ROOM UPGRADE**

Prior to the Committee meeting, due to some clarification required it was suggested that this item should be considered under delegated authority once necessary clarifications have been made. (7)

RESOLVED – That the report be considered for decision under delegated authority following clarification.

32. **NATIONAL UNIFORMED MANAGED SERVICE (NUMS) UPDATE**

The Committee considered a report of the Commissioner of Police seeking Members' approval for a delegated authority to approve an interim waiver for an exact sum to be confirmed, for the National Uniformed Managed Service Update (NUMS).

RESOLVED – That the report be noted and the recommendations be agreed.

33. **ACTION FRAUD INTERIM SERVICE PROVISION**

The Committee received a report of the Commissioner of Police seeking approval for the Action Fraud Interim Service Provision.

RESOLVED – That the report be noted and the recommendations be agreed.

34. **COMMISSIONING OF HEALTHCARE IN POLICE CUSTODY UPDATE**

The Committee received a report of the Commissioner of Police that detailed the progress regarding procurement of healthcare in custody for the City of London Police.

RESOLVED – That the report be noted.

35. **COMMISSIONER'S UPDATES**

The Commissioner of Police was heard concerning on-going and successful operations undertaken by the City of London Police.

RESOLVED – That the Commissioner be heard.

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

There were no other questions.

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

There was no other business.

38. CHIEF OFFICER TEAM UPDATE

The Committee received a report of the Commissioner of Police updating Members of changes to the Chief Officer team.

The meeting closed at 1.16 pm

Chairman

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POLICE PENSIONS BOARD

Wednesday, 10 May 2017

Minutes of the meeting of the Police Pensions Board held at the Guildhall EC2 at 10.30 am

Present

Members:

Employer Representatives

Alderman Ian Luder (Chairman)
Alexander Barr
Helen Isaac

Member Representatives

Davina Plummer
Kieron Sharp
John Todd

Officers:

Kate Limna	-	Chamberlain's Department
Charlie Partridge	-	Chamberlain's Department
George Fraser	-	Town Clerk's Department
Annemarie Allen	-	Barnett Waddingham
Jeff Henegan	-	Chamberlain's Department
Amanda Thompson	-	Town Clerk's Department
Graham Newman	-	Chamberlain's Department

1. APOLOGIES FOR ABSENCE

There were no apologies for absence.

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

Members were advised that membership of the Local Government Pension Scheme was specifically exempted from being declared as an interest.

3. MINUTES

The public minutes and summary of the meeting held on 17 January 2017 were approved with one matter arising.

In response to a member's question, the Chamberlain confirmed that the City's Police Pension Scheme has been registered with the Pensions Regulator.

MATTERS ARISING

The Chairman also welcomed new Member Alexander Barr to the Police Pensions Board for his first meeting.

The Chairman informed Members that the Pensions Administration Manager, Charlie Partridge would shortly be retiring after 29 years in the role within the Chamberlain's department. On behalf of the Board, the Chairman expressed his thanks for his long standing service.

The Chairman declared that it had been agreed that John Todd will be taking on the role of Deputy Chairman for the coming year. Official confirmation of this will take place at the next meeting of the Police Committee on 18th May.

4. **THE CITY OF LONDON POLICE PENSION SCHEME - UPDATE**

The Chairman introduced the report relating to a range of topics in the Police Pension Scheme that included the suite of documents requested at the last meeting.

The report outlined the following items for the consideration of the Police Pensions Board:

Annual Schedule of Events for the Pension Scheme

The Board considered the annual schedule of events relevant to the Police Pension Scheme and noted that all deadlines are currently being met. The Chairman suggested that the Board should provide an annual report to the Police Committee and it was agreed to add this to the Annual Schedule of Events. (1)

Annemarie Allen suggested that the requirement to issue Pension Savings Statements by 6 October be added to the Annual Schedule and it was agreed to do so. (2)

Information on Scheme Record Keeping

The Chamberlain explained to the Board the extent of member data maintained with reference to Appendix 2. The information outlines the comprehensive range of member data held for members of the Police Pension Scheme, including personal details, contribution records, nomination details, pay and information on leavers/deferred and pensioners.

The Board was advised that the Pensions Team carry out regular data accuracy checks as part of the annual updates procedure. They also use a mortality screen service, issue annual life certificates to those living abroad and participate in the National Anti-Fraud Network (NAFN). This ensures compliance with regards to deaths, re-employment with another police authority and injury pensions where an injury benefit is being paid by the State.

The Board requested that a table showing membership numbers by category of membership be provided. (3)

The City of London Police Pension Scheme Risk Register

The Board considered the Risk Register, and a Member suggested that for Risk 3 (Pension Scheme Administration), the Causes should be separated into two separate Risks – one for succession planning/ training and one for IT. It was agreed to update the Risk Register. (4)

Documentation and communications that are circulated to Scheme Members

The Board considered the documentation circulated to scheme members for the current Pension Scheme introduced on 1 April 2015, as well as its preceding Schemes introduced in 2006 and 1987 (Appendix 4a, 4b, 4c).

Communication Working Practices

A Member requested reassurance that data held on scheme members with deferred pensions is being monitored accurately. The Pensions Administration Manager advised that the Police Human Resources Department notify the Pensions Office of any officer leaving the Force and they in turn calculate the benefits at leaving and send a statement to the ex-officer.

A Member re-emphasised their concern regarding the maintenance of personal data for ex-officers and queried if ex-officers would know that it is their responsibility to inform the Pensions Office of any changes. It was agreed that the letter sent to officers would be reviewed at the next meeting.

A Member questioned whether there were any plans to move towards email rather than relying on post to distribution communications. The Chamberlain explained that this infrastructure is in place for overseas members. However, it was highlighted to the Board that whilst e-mail was a quick and efficient form of communication, individuals do change their e-mail addresses and unless they advised the Pensions Office of such changes, it could become difficult to remain in contact with scheme members.

A Member asked for the number of deferred scheme members currently held by the City of London Police. Officers noted the number was approximately 700.

The Board considered if there was a risk relating to the gap between those members paying in to the scheme and those being paid out. The Chamberlain advised that any shortfall is effectively funded by the Government and there is limited risk to the City..

The Board considered Appendix 6, which provided examples of the various letters and statements sent to officers throughout their membership to the Pension Scheme. It was noted that no example of an early leaver deferred benefit statement was included and it was requested that such a letter be provided to the Board at the next meeting. .

Under the terms of the 1987 Scheme, widow(er)s pensions cease if the recipient re-marries or co-habits with a new partner . A concern was raised as to whether or not there are any ethical implications in seeking evidence of “lack of entitlement” from such scheme members. However, it was noted that there is a legal obligation to uphold the Regulations.

The Board agreed that correspondence sent to scheme members must be clear that the Pension Scheme Administration can only provide facts, and is not able to provide advice as this would breach legislation.

RESOLVED – That amendments should be made to include a standardised text disclaimer within all the relevant literature to clarify the position that the Pension Scheme Administration can only provide facts and is not permitted to provide advice, but rather to recommend scheme members seek it elsewhere. The wording to be used should be considered by the Comptroller & City Solicitor.

The Board considered Appendix 6i – “*Opting out of the POLICE PENSION SCHEME 1987 (PPS 1987)/ POLICE PENSION SCHEME 2006 (PPS 2006) / POLICE PENSION SCHEME 2015 (PPS 2015)*” with regard to point 9 - “Enjoy a better quality of retirement” being a reason for remaining a member of the Police Pension Scheme. The Board agreed that this comment would qualify as subjective advice and is a value judgment and should be removed.

RESOLVED – The Board agreed that point 9 in Appendix 6i – “*Opting out of the POLICE PENSION SCHEME 1987 (PPS 1987)/ POLICE PENSION SCHEME 2006 (PPS 2006) / POLICE PENSION SCHEME 2015 (PPS 2015)*” should be removed.

The Board considered Appendix 8 (Audit Reports) and it was noted that in the final paragraph the text should read “2018” rather than “2108”.

5. **POLICE PENSIONS BOARD - WORK PROGRAMME**

The Chairman questioned the Work Programme with regard to the lack of dates set out for future meetings of the Board. It was agreed that the dates will be added. (5)

6. **PRESENTATION, PROVIDED BY BARNETT WADDINGHAM, THE ACTUARIES TO THE CITY OF LONDON POLICE PENSION SCHEME**

The Board were given a presentation on the Police Pension Scheme by Annemarie Allen of Barnett Waddingham.

The presentation covered:

The Police Pensions Schemes, Regulations & Guidance

Ms Allen explained that the Home Office are responsible for the Scheme and that the Police Pensions Regulations 2015 were laid before parliament on 5 March 2015, and came into force on 1 April 2015. They contain the new Police Pensions Scheme provision and transition arrangements from the previous Schemes.

She noted that this legislation makes legal provision for governance of the Police Pensions Schemes as required by the PSPA 2013 regarding establishment of the Police Scheme Advisory Board and Police Pension Boards as well as a Scheme Actuary and Employer Cost Cap.

The Board were given a comparison of the three schemes initiated in 1987, 2006 and 2015. 1987 and 2006 were final salary schemes, and 2015 is a career average scheme.

The process of transition to the 2015 Scheme was explained including the protections for those in the previous schemes at 31 March 2015.

Ms Allen also explained that the regulations refer to Government Actuary Department (GAD) guidance and its role, noting some examples such as commutation limits and factors, transfer values and pension sharing on divorce, purchase of added pensions, pension tax charge debits and early retirement reductions and late retirement uplifts.

Overriding Pensions Legislation

Ms Allen explained the importance and role of overriding pensions legislation, noting some examples such as:

- Data Protection Act 1998 / GDPR 2018
- Freedom of Information Act 2000
- Occupational & Personal Pension Schemes (Disclosure of Information) Regulations 2013
- Pensions Act 2008 (Auto enrolment)
- Welfare Reform & Pension Act 1999 (Pensions sharing on divorce)
- Provisions and reform around exit payments

A summary of overriding legislation concerning record keeping and pension tax was provided.

The Board was informed of the legislation governing pension schemes' record keeping. The Public Service Pensions Regulation 2014 were highlighted and the records required to be kept noted. The legislation requires this information to be 100% accurate.

It was explained to the Board that Scheme Record Keeping is in the Pension Regulator's defined top 3 risks, that data quality should be reviewed annually and data improvement plans put in place where necessary.

The Board was then given an overview of the limitations of tax free pension savings allowed in a year under "Annual Allowance", and the maximum amount of tax free pension saving allowed over an individual's lifetime under "Lifetime Allowance".

Two particular issues affecting the Police Pension Scheme 1987 of protected pension ages and the potential for unauthorised payments were highlighted..

A Member suggested that a materiality score be assessed on the various Pension legislation in relation to the stakeholders e.g. members, the Board and the administrators. It was noted that all were important due to the legal implications.

Further Information

Ms Allen closed the presentation with details of where Members could obtain further information.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

8. DATE OF NEXT MEETING

RESOLVED – That the Town Clerk arrange dates for the next two meetings of the Board in September/October and January via a Doodle Poll amongst its members. (5)

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

The meeting closed at 12.20 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

Tuesday, 30 May 2017

Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Deputy James Thomson (Chairman)	Kenneth Ludlam
Nicholas Bensted-Smith	Lucy Sandford (External Member)
Alderman Alison Gowman	Deputy Keith Bottomley

Officers:

Paul Adams	-	City of London Police
Jane Gyford	-	T/Commander, City of London Police
Andrew Ricketts	-	City of London Police
Hayley Williams	-	City of London Police
Neil Davies	-	Town Clerk's Department
George Fraser	-	Town Clerk's Department
Charlotte Taffel	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Jeremy Mullins	-	Chamberlain
Pat Stothard	-	Head of Internal Audit and Risk Management
Caroline Al-Beyerty	-	Deputy Chamberlain

1. **APOLOGIES**

Apologies were received from Deputy Douglas Barrow and Caroline Mawhood.

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

There were no declarations of interest.

3. **MINUTES**

The minutes of the last meeting to be amended to read "Professional Standards & Integrity Sub (Police) Committee" on page 5. (1)

RESOLVED – That the minutes of the meeting held on 23 February 2017 be approved.

4. **ACTIONS TAKEN SINCE THE LAST MEETING OF THE SUB-COMMITTEE**

The Sub-Committee received a report of the Town Clerk detailing a list of actions taken with relevance to the Sub-Committee since the last meeting.

A Member gave feedback to the Sub-committee on Operation Mass attended on 3 May in Bishopsgate. The Member explained that the event was very well

received and productive, providing opportunities to meet and discuss issues with members of the public, as well as gaining their useful feedback. The Chairman encouraged Sub-Committee Members to take part in future exercises if they can.

The Sub-Committee discussed the relevance of this particular report in conjunction with outstanding references, and all agreed that it created unnecessary duplication of information and was therefore redundant. The Committee agreed to omit this from all future agendas for the Sub-Committee.
(2)

RESOLVED – that the report be noted.

5. **OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk detailing a list of Outstanding References from the last meeting.

Item 3. 2nd Quarter Performance Against Measures

A Member raised concern over the large cost of undertaking surveys, and that this might be a point for consideration for the Sub-Committee going forward. The Commissioner explained that a report for Information will be sent to the next meeting in September that explains the decision process undertaken on the various options.

Item 4. HMIC Inspection Update

The Commissioner updated the Sub-Committee on the action plan drawn up to address shortcomings in Crime Data.

Item 8. 2nd Quarter Performance Against Measures

The Commissioner explained to the Sub-Committee the Anti-Social Behaviour (ASB) reporting definitions and standards, and agreed to consider how best to present ASB data to Members on in the future.

The Lead Member for ASB agreed to work with the Force to look into the guidelines surrounding ASB data (personal nuisance, environmental) to see whether the data could be presented in a more useful format to aid Members understanding. (3)

Item 23. One Safe City Programme

The Commissioner explained that the Force undertakes desktop testing exercises regularly which would include the JCCR, once it has been established where the JCCR will be located. In the meantime, there are adequate separate Business Continuity plans in place for the existing Command and Control Room and the CoLP/ CoL switchboard.

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

6. **4TH QUARTER PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2016-19**

The Sub-Committee received a report of the Commissioner summarising performance against measures set out in the Policing Plan 2016-19 for the period 1 April 2016 to 31 March 2017.

The Chairman noted that the sub descriptors/ qualifiers within the appendix werer inconsistent with those used in the summary page. The Chairman requested that these be made consistent throughout the documentation. (4)

Measure 2 - The percentage of those surveyed who are confident that the City of London is protected from terrorism

A Member asked, with reference to the poor response rate, what the best course of action would be to ensure surveys are effective. The Commissioner explained that they had suffered from survey fatigue, and were looking for ways to improve targeting using bespoke surveys with Corporate Communications, and an update report would be shared with the sub-committee in due course once it had been submitted for Decision at the Police Committee.

A Member suggested that as the majority of the population of the City were only present between 9am-5pm, it is important to ensure that the correct audience were being targeted for these surveys.

Measure 3 – The education and enforcement activities delivered to support the City of London Corporation’s casualty reduction target

A Member posed a question relating to the statistics detailed within Measure 3 that stated a return of 15 offences logged from 17 vehicle checks. The Member asked whether or not this would suggest it appropriate to carry out a higher number of vehicle checks, given the high rate of offences identified. The Commissioner explained that this high rate of return was due to the checks being targeted.

Measure 4 – The number of disposals from manned enforcement activities

A Member questioned the accuracy of the data within this dataset, given that they were aware of disposals within the Community Road Watch category that took place in March 2017, though this was documented as “0” within the report. Members sought assurance that data quality was maintained. The Commissioner noted that data was linked with that of Transport for London; and assurance would be requested to ensure the data presented was correct. (5)

Measure 6 – The level of victim-based violent crime

The Commissioner explained that a visible rise in Victim-Based Violent Crimes statistics was attributable in part to the inclusion of incidents in which victims are involved in initial altercations, such as security guards, despite being no consequent injury. Such incidents have to be recorded within this assessment which plays a role in the rising numbers.

Measure 7 - The level of victim-based acquisitive crime

A Member noted that, in reference to the associated table within Appendix A - Performance Summary, the trend should be “Deteriorating” rather than “Stable” or “Stable/Negative”. The Member declared that this data needed to be

consistently aligned. A Member suggested that it might be useful to include PMG ratings within the Appendices for these reports. The Commissioner agreed to resolve the discrepancies within the report.

A Member noted that the most recent figure recorded, for March 2017, was the highest rate to date. The Commissioner explained various issues with premises involved not having working CCTV in operation during incidents/CCTV installed in the right places, and emphasised the need to promote responsibility amongst property owners in this regard. A Member suggested that appropriate levels of CCTV should be included be taken into consideration when granting licences for new premises in the City. (6)

The Commissioner also explained that steps are being taken to develop offender profiling to address these incidents.

Measure 9 – The level of Anti-Social Behaviour Incidents

The Commissioner explained that ASB reporting had changed to comply with correct reporting standards, and this is reflected by increases since September 2016. The Commissioner also explained that reporting was predominantly done by security guards and third parties, rather than City residents. The Commissioner noted that the collection of ASB data should improve when the new Crime and Intelligence reporting system goes live..

A Member questioned where the data was to support the assertion that ASB levels remain low in the City compared to surrounding Boroughs. The Commissioner commented that any comparison with the surrounding MPS boroughs would not be particularly useful owing to the very different demographic, but added from their own experience and perspective of working in the MPS, the volumes experienced in the City are low.

Measure 10 – The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided

A Member commented that this data looked to be positive.

Measure 13 – The attrition rate of crimes reported to Action Fraud

A Member requested the Commissioner to ensure the reporting data was correct due the discrepancies between the figures of complaints against reports, and crimes reported under measure 14. A note would be sent to the Member in order to clarify the figures presented.(7)

Measure 17 – The level of satisfaction of victims of crime with the service provided by the City of London Police

A Member asked for detail on the number of responses compared to the total number of victims. The Commissioner explained that the survey carried out into the level of satisfaction of victims was ineffective, and that they had seen negligible change in the results since last year.

RESOLVED – That the report be noted.

7. HMIC UPDATE REPORT

The Sub-Committee received a report of the Commissioner on HMIC Inspections.

The Commissioner updated the Sub-Committee on activity undertaken since the last meeting with reference to HMIC inspection reports. The Commissioner explained that there had been significant focus on Skills Capability to determine what skills gaps exist. Role profiles have been listed, though they are waiting on the work of the Demand and Value for Money review to be completed in two weeks' time, on 16th June. A Member asked for assurances that the conclusions of the review would be implemented into the strategic workforce plan. The Commissioner explained that due consideration would be given to the findings of the review and any accepted proposals would be included in relevant force plans and strategies, including the STRA process.

The Commissioner explained that the STRA process aimed to take into account what operational leads needed in terms of demand level, predicted demand level and services within each directorate. Following this, documents were produced and a strategic assessment made. The STRA report made 21 recommendations and was deemed to be very effective in identifying operational and strategic requirements. This will happen on an annual basis going forward. The next report would take place in August, pending the completion of the Demand and Value for Money review. The Sub-Committee agreed that the findings of the Demand and Value for Money review should go to Grand Committee with a view to formulating a deep dive group to focus on it.

The Commissioner gave a verbal update on the HMIC's PEEL: Police Effectiveness 2016 report. The Commissioner explained that the results were due to go through a process of regional and national moderation as is normal practice. A Member declared that due to the lengthy delay in receiving the reports, it was very useful to obtain regular updates so that the Sub-Committee is kept up to date.

A Member questioned various areas that are categorised as RED status within the table of recommendations. The Commissioner explained that in a number of cases GREEN status is pending quality assurance checks to be signed off within CoLP, such as Legitimacy No.1,4, and a number are pending completion of the Demand and Value for Money review, such as Efficiency No.2,3,4,5. Members also requested that estimated completion dates are given for all RED status recommendations in the next and future updates.

A Member expressed concern at the RED status of one of the recommendations within the Inspection update on "In harm's Way- the role of the police in keeping children safe". A Member asked that future reports include a forecast for future status changes (for example in 3/6/9 months' time) in order to provide more useful information in the table. (9)

RESOLVED – That the report be noted.

8. **CITY OF LONDON POLICE POLICY OVERSIGHT ANNUAL UPDATE 2016-2017**

The Sub-Committee received a report of the Commissioner providing an update on Force Policies and Standard Operating Procedures (SOPs).

The Commissioner explained that the number of documents requiring review was reduced to 42, and this was a relatively low number. The Commissioner explained that many of these documents were marked as requiring review only due to a process of scheduling reviews automatically, and that it did not mean that the Authorised Professional Practice or SOP was out of date. The Chair requested an update report be produced for the next meeting that highlighted which areas had turned RED within the last period. (10)

RESOLVED – That the report be noted.

9. **HUMAN RESOURCES MONITORING INFORMATION 1ST APRIL 2016 - 31ST MARCH 2017**

The Sub-Committee received a report of the Commissioner of Police on Human Resources Monitoring from 1 April 2016 to 31 March 2017.

A Member requested that further information on resignations be included in the next update; particularly with regard to those who resigned after serving for a short period of time as these often point to critical issues that require addressing. The Commissioner noted that this information was required but was not in a position to agree to the request until he could check back in force what data was collected by HR. (11)

The Chairman noted that recruitment remained a challenge, and asked the Force to look into the areas that are under-resourced and the methods being used to fill vacancies. It was also noted that the Force needed to continue to look into planning for the impact of highly experienced officers (30 years' service) leaving the Force.

RESOLVED – That the report be noted.

10. **INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Chamberlain providing an update on the work of Internal Audit that has been undertaken on the CoLP since February 2017. There were two outstanding audits to be completed by 30 June. There were also four outstanding recommendations (three amber and one red), of which three were noted as 'completed' although this had yet to be triangulated by Internal Audit.

A Member noted the issue of fuel cards had been mentioned at the last meeting of the Audit and Risk Committee. This related to a carryover issue in 2015/16 which had now been completed.

The Project Management audit was soon to be completed and a report would be coming to the next meeting of the Sub-Committee.

RESOLVED – That the report be noted.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

13. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.

14. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 23 February 2017 be approved.

15. ONE SAFE CITY PROGRAMME - REQUEST FOR FUNDING

The Sub-Committee received a joint report of the Town Clerk and Commissioner detailing a funding request for June committees to cover the three month period from July to end of September for the One Safe City Programme that now falls within the domain of the City of London Police.

RESOLVED – That the report be noted.

16. ONE SAFE CITY REPORT ON ACHIEVEMENTS AND RESOURCES

The Sub-Committee received a joint report of the Town Clerk, Chamberlain and Commissioner providing information on the One Safe City Programme.

RESOLVED – That the report be noted.

17. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no non-public questions.

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

There was no non-public urgent business.

The meeting closed at 3.55 pm

Chairman

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ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE

Friday, 9 June 2017

Minutes of the meeting of the Economic Crime Board of the Police Committee held at the Guildhall EC2 at 2.30 pm

Present

Members:

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

Deputy Henry Pollard
Deputy James Thomson (Ex-Officio Member)

Officers:

David Clark	-	T/Commander, City of London Police
Ian Dyson	-	Commissioner, City of London Police
Kerrie Wadmore	-	City of London Police
Kathy Hearn	-	City of London Police
Helen Isaac	-	City of London Police
Oliver Bolton	-	Town Clerk's Department
George Fraser	-	Town Clerk's Department

1. APOLOGIES

Apologies were received from Deputy Doug Barrow and Deputy Richard Regan.

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

There were no declarations.

3. MINUTES

Members agreed on amendments to the minutes of the previous meeting under Items 3 & 9, to read "2016" instead of "2017" in both references to the minutes of the previous meeting. (1)

Members agreed that, in reference to Item 4 – Economic Crime Victim Care Unit – Presentation, there was nothing to report at today's meeting.

RESOLVED – That the amendments be made and the minutes approved.

MATTERS ARISING

The Chairman discussed the issue of vacancies for external members on the Board. It was noted that these would be confirmed and agreed at the next Police Committee on 13 July.

4. **NATIONAL LEAD FORCE 2016-17 PERFORMANCE REPORT**

The Board received a report of the Commissioner of Police that outlined the quantitative and qualitative performance of the City of London Police as the National Lead Force for Fraud during 2016/17.

2. Pursue

2.1 National Outcomes

The Commissioner highlighted to Members the positive improvement of 20% increase in reporting of crimes to Action Fraud when compared to the same period of the previous year.

The Commissioner explained that although there were an increased number of crimes being reviewed, as many of these related to overseas cases, there were less viable enquiries taking place domestically.

The Chairman asked for further clarity on the differentiation between judicial and non-judicial outcomes in the context of Fraud crimes reported. The Commissioner explains that there have been significant efforts to validate non-judicial outcomes so as to provide the necessary mandate to execute initiatives such as *Operation Broadway* in which 'boiler rooms' within the City of London have been shut down.

A Member questioned the trend in the graph within the report that illustrates the number of crime reports made to Action Fraud by month over the last three financial years. The Commissioner explained that there were common trends of crime activity throughout the year linked with holiday periods etc. that were predictable to a certain extent.

2.2 National Disruptions

The Commissioner explained that "disruptions" had become an integral part of their work. The Commissioner highlighted that telephone and computer Fraud were increasingly significant, as shown by the table within the report.

The Chairman referenced the number of victims involved in live investigations as per the report statistics, and declared that victim care during the period between an incident and the point at which criminals are charged should be seen as a top priority as an area that needs improvement.

2.3 CoLP Outcomes

A Member asks for an explanation of the possible causes of spikes in the graph showing the number of disseminations made to CoLP by month over the last three financial years. The Commissioner explained that this was as a result of proactive work to ensure that all historical investigations of Cyber Crime are recorded.

The Commissioner explained that the spike for October 2016/17 in the graph illustrating the Total CoLP outcomes recorded by month over the last three financial years was attributed to the discovery that they had not been recording

as efficiently as previously thought, and had not been recording individual cases. This recording methodology was rectified in October 2016.

2.4 OCG Disruptions

The Chairman asked the Commissioner for clarification on the term “Funded Units” as used within the report. The Commissioner explained that there were a number of specialist police units with dedicated remits that are funded by external parties. The Commissioner gave the example of the Insurance Fraud Enforcement Department (IFED) that has significant recognition and media presence nationally. The commissioner also referred to Operation Trade Bridge that was concerned with disruption of illegal streaming operations, recently renewing its commitment for three years. The Commissioner explained that the Economic Crime budget comprised of less than 15% funding from core grants, with the remainder funded from such external sources.

The commissioner also alerted Members to an error in the report that stated that fraud teams, in conjunction with funded units, were undertaking management of a total of “39” Organised Crime Groups (OCGs). The Commissioner explained that this figure should read “91”.

3. Protect

3.1 Quality and reach of protect alerts

The Chairman noted that the figure denoting percentage change in number of recipients satisfied with alerts in 2016/17 should read “4%” rather than “3%” according to the statistics presented in the table.

3.2 Social Media

The Chairman questioned the reliability of what is described in the report as the “Digital Reach of Action Fraud”, through “impressions”. The Chairman raised concerns that these instances could not likely be confirmed through social media to be ‘active’ interactions, rather than ‘passive’ and with limited influence. The Commissioner explained that the validity of these “impressions” is reliant on feedback received from other forces. The Chairman declared that these statistics would need further study in order to ascertain any concrete benefits. A Member stated that although the traffic is clearly demonstrable, more needs to be done to actually raise awareness on social media using tools and methods that are readily available.

3.3 Protect Campaigns and Events

The Commissioner gave an example of an operation in which a hoax was executed in order to raise awareness of Ticket Fraud online. The operation, run using a fake ticket sales website created entitled *Surfed Arts*, encouraged 1500 people to attempt to purchase illegitimate concert tickets online within 2 hours, providing their bank details in the process. This operation was a great success in raising awareness, and also in providing insight into the areas around the country that proved to be particularly vulnerable. Members requested further details of this operation to be circulated. (2)

The Commissioner explained that the number of national protect events coordinated is expected to increase from 47 in 2017/18 and involve all police forces nationwide. The Commissioner explained that although the CoLP would not be directing other forces, they would be able to set the parameters of operation.

5. Prevent – The Commissioner explained that there had been increased funding from the Home Office in this area.

The Commissioner explained that there had been an initiative to implement a “mini-police service” for Fraud/Cyber Crime that educated school pupils about issues such as counterfeit currency etc. to raise awareness.

6. Victim Service

6.2 CoLP Economic Crime Directorate victim satisfaction – all departments

The Commissioner highlighted the fact that satisfaction levels were not high enough. The Commissioner explained that in many cases that involved overseas elements, victims were unable to get refunds from overseas police forces.

The Chairman reiterated that victim care was of primary importance, and questioned the use of cumulative methodology in measuring victim satisfaction figures. The Commissioner explained that the number and timing of cases was inconsistent, and that during some periods there may be negligible victims to survey, followed by periods of a surge in cases. The Commissioner explained that this would skew the results and make them less reliable. A Member suggested that a 3-month rolling average might be more effective in this regard. A Member also noted that the timing of the survey in relation to the investigation process was also a crucial factor in determining the satisfaction level of the victim, and that this could therefore be providing an unaccounted for variable. A Member suggested a quota-driven approach where a threshold number of responses have to be reached before the sample can be deemed sufficient to include in measurements. The Commissioner thanked the Board for its feedback and agreed to pass on the suggestions to the team. (3)

A Member asked what methodology was used to carry out surveys of victim satisfaction. The Commissioner confirmed that these were done via the use of email.

RESOLVED – That the report be noted.

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

There were no questions.

6. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

7. **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 the Schedule 12A of the Local Government Act.

8. **NON-PUBLIC MINUTES**

9. **ECONOMIC CRIME ACADEMY UPDATE**

The Board received a report of the Commissioner of Police updating Members of working that has taken place with regards to the Economic Crime Academy.

RESOLVED – That the report be received.

10. **RESTRICTED ACTIVITY UPDATE**

The Board received a report of the commissioner of Police that summarised notable activity not for publication that is being delivered by the CoLP in its capacity as National Lead Force.

RESOLVED – That the report be noted.

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

There were no questions.

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

The Board considered urgent non-public business.

The Board offered their congratulations and admiration to the City of London Police for their response to the violent attack on London Bridge and the surrounding area on the night of 3 June 2017.

The meeting closed at 3.46 pm

Chairman

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PROFESSIONAL STANDARDS AND INTEGRITY SUB (POLICE) COMMITTEE Monday, 5 June 2017

Minutes of the meeting of the Professional Standards and Integrity Sub (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 5 June 2017 at 1.45 pm

Present

Members:

Alderman Alison Gowman (Chairman)
Lucy Sandford (External Member)
Deputy James Thomson (Ex-Officio Member)

Officers:

Oliver Bolton	-	Town Clerk's Department
George Fraser	-	Town Clerk's Department
Stuart Phoenix	-	City of London Police
Dermot Robinson, Supt.	-	City of London Police

1. APOLOGIES

Apologies for absence were received from Deputy Douglas Barrow, Nick Bensted-Smith and Deputy Richard Regan.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

There were no declarations of interest.

3. MINUTES

RESOLVED – That the public minutes of the meeting held on the 1 March 2017 be approved as an accurate record.

4. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

5. ANY OTHER BUSINESS THE CHAIRMAN CONSIDER URGENT

There was no urgent business.

6. EXCLUSION OF THE PUBLIC

RESOLVED - That Under Section 100 (A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1, Paragraphs 1, 2 and 7 of Schedule 12A of the Local Government Act.

7. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes from the last meeting on 1 March 2017 be approved as an accurate record.

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

There were no questions.

9. **ANY OTHER NON-PUBLIC BUSINESS THE CHAIRMAN CONSIDER URGENT**

Members considered non-public business.

10. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes from the last meeting on 1 March 2017 be approved as an accurate record.

11. **PEEL INSPECTION UPDATE**

The Sub-Committee heard a verbal update from the Commissioner of Police on the PEEL Inspection.

RESOLVED – That the Commissioner be heard.

12. **INTEGRITY DASHBOARD AND CODE OF ETHICS UPDATE**

The sub-committee received a report of the Commissioner of Police that provided updates on various issues considered to be measures of integrity and indicators of adherence to professional standards within the City of London Police.

RESOLVED – That the report be noted.

13. **PROFESSIONAL STANDARDS STATISTICS - Q4 - 1ST JAN - 31ST MAR 2017**

The sub-committee received a report of the Commissioner of Police containing the statistics prepared by the Professional Standards Directorate for the Fourth Quarter of 2016/17 (January to March).

RESOLVED – That the report be noted.

13.1 **Summary of Cases**

The sub-committee received a report of the Commissioner of Police summarising Professional Standards cases and activity that has taken place over the last period.

RESOLVED – That the report be noted.

13.2 **Misconduct Meetings**

The Sub-Committee received a report that summarised all the misconduct hearings that had taken place within the last period.

RESOLVED – That the report be received.

13.3 No Case to Answer / Not Upheld

The sub-committee received a report of the Commissioner of Police summarising the cases in which it was determined that there was no case to answer/not upheld.

RESOLVED – That the report be received.

13.4 Local Resolution

The sub-committee received a report of the Commissioner of Police summarising cases that concluded with a local resolution within the last period.

RESOLVED – That the report be noted.

14. IPCC POLICE COMPLAINTS BULLETIN (1 APRIL 2016 - 31 MARCH 2017)

The sub-committee received a report of the Commissioner of Police detailing Police complaints for the reporting period of 1 April 2016 to 31 March 2017.

RESOLVED – That the report be noted.

15. GLOSSARY OF TERMS

The sub-committee received a report of the Commission of Police that provided a glossary of terms used within the preceding reports on Professional Standards activity.

RESOLVED – That the report be noted.

16. CONFIDENTIAL QUESTIONS RELATING TO THE WORK OF THE SUB-COMMITTEE

Members heard confidential questions relating to the work of the sub-committee.

17. ANY OTHER CONFIDENTIAL BUSINESS THE CHAIRMAN CONSIDERS URGENT

The sub-committee considered confidential business relating to the sub-committee.

The meeting ended at 3.48 pm

Chairman

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By virtue of paragraph(s) 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Committee(s): Police Committee	Date: 13 July 2017
Subject: Appointment of external Members to Police Sub-Committees and Boards	Public
Report of: Town Clerk	For Decision
Report author: George Fraser	

Summary

The Police Committee, at its May 2017 meeting, appointed its various Sub-Committees for the year ensuing. Subsequent to this, expressions of interest were sought from the wider Court of Common Council in respect of the several vacancies for co-opted Members on the various Sub-Committees.

These expressions of interest now having been received, it is proposed that the Police Committee agree to increase the number of external Members it is permitted to appoint to certain of its Sub-Committees. This is to facilitate the appointment of several strong candidates whose expertise would prove of significant benefit, as well as to mitigate against the risk of any meetings failing to achieve a quorum.

The report also recommends, following discussion with the relevant Sub-Committee Chairmen, five external appointments to be co-opted by the Police Committee to the Economic Crime Board, Professional Standards & Integrity Sub-Committee and the Performance & Resource Management Sub-Committee for 2017/18.

Recommendation(s)

That:-

- a) The composition of the Economic Crime Board be amended to allow for the appointment of up to two co-opted Members;
- b) The composition of the Professional Standards and Integrity Sub Committee be amended to allow for the appointment of up to two co-opted Members;
- c) The composition of the Performance and Resource Management Sub-Committee be amended to allow for the appointment of up to three co-opted Members (two by the Audit & Risk Management Committee and one by the Police Committee); and,
- d) Subject to the approval of recommendations a) - c); that the five Members set out in paragraph 10 of the report be appointed to the various Sub-Committees for the year ensuing.

Main Report

Background

1. This report considers the composition of the Sub-Committees and Boards of the Police Committee and the appointment of co-opted Members thereon. (The Police Pensions Board, being governed by separate statutory arrangements, is excluded from this report).
2. At your May meeting, the Police Committee agreed the composition of each of its Sub-Committees as follows:

Economic Crime Board

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

Performance and Resource Management Sub-Committee

- 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

Professional Standards and Integrity Sub-Committee

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

3. The Police Pensions Board was also appointed at the May meeting in accordance with statutory requirements.
4. Following the May meeting, Members of Common Council not currently serving on the Police Committee were asked to submit an expression of interest to the Town Clerk's Office if they wished to serve on any of its Sub-Committees or Boards as a co-opted Member.

Proposal

5. After the receipt of submissions of interest, the Chairman and Deputy Chairman of the Grand Committee and the Chairmen of each Sub-Committees in question considered the various applications. In reviewing those applying, it was felt that the Economic Crime Board, the Performance and Resource Management Sub-Committee and the Professional Standards and Integrity Sub-Committee would each benefit from having the expertise of additional Members who had applied for each.
6. In the case of the Economic Crime Board, there has been, on occasion, difficulty in achieving a quorum. In addition, both Deputy Sleigh and Deputy Merrett's

expertise in FinTech and financial services respectively were felt to represent a potentially significant benefit to the Board's work.

7. Similarly, the legal background and significant contributions made by Mr Tumbridge over the past year to the Professional Standards & Integrity Sub-Committee, in addition to Mr Broeke's background working with the police and the Equality and Human Rights Commission, led to the conclusion that the Sub-Committee would benefit significantly from the service of both.
8. Consequently, the approval of the Police Committee is sought to amend the composition of both Sub-Committees, such that they are each entitled to appoint up to two co-opted Members (rather than miss out on the significant expertise that the various applicants might offer).
9. In addition, whilst the Performance & Resource Management Sub-Committee already has two co-opted Members appointed by the Audit & Risk Management Committee, it is felt desirable to also afford the Police Committee to directly appoint someone on its own behalf whom it assesses as having skills that might benefit the work of that Sub-Committee. Your approval is therefore sought to amend the composition accordingly, such that it can co-opt one further Member.
10. Should Members consent to these changes, it is recommended that the following individuals be co-opted by the Police Committee on to its various Sub-Committees and Boards for the year ensuing:
 - a) **Economic Crime Board** – Deputy Tom Sleight and Deputy Robert Merrett
 - b) **Performance & Resource Management Sub-Committee** – Tijs Broeke
 - c) **Professional Standards & Integrity Sub-Committee** – Tijs Broeke and James Tumbridge

Conclusion

11. Your Committee is recommended to agree to the amendments to the various Sub-Committees set out in paragraphs 8 and 9, as well as the several appointments set out at paragraph 10.

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Committee:	Date:
Police Committee- For Information	13th July 2017
Subject: Annual Report on Professional Standards Activity – 2016/17	Public
Report of: Commissioner of Police Pol 40-17	For Information

Summary

This report provides a comprehensive overview of activities relating to Police Professional Standards over the year 2016/17, giving an account of both the work of your Professional Standards and Integrity Sub-Committee and of the Force’s Professional Standards Department (PSD) during this period.

Your Sub Committee discharges an essential role of oversight and scrutiny of the Force’s handling of complaint and conduct matters. It also provides invaluable support to the work of the Organisational Learning Forum (OLF) and the Force’s Integrity Standards Board (ISB) incorporating the Police ‘Code of Ethics’.

This report also provides a summary of performance statistics which are submitted annually to the Independent Police Complaints Commission (IPCC). Overall the recorded number of complaint cases has increased in this period. This is partially attributable to additional complaints relating to Action Fraud, the fraud reporting service hosted by the Force which has a national remit. Complaints relating to City of London Police personnel have remained static although allegations have increased. Figures are low relative to the number of interactions with the public and to the complaint figures for other Forces.

The City of London Police’s PSD performs well in terms of recording complaint cases within the target of 10 days (99% against a national average of 84 %). The time the Force takes to complete a local investigation is also lower than the national average (119 days compared to the national average of 166 days).

PSD continues to improve the visibility of the department through improved internal communication and PSD training inputs across the Force.

The Organisation Learning Forum (OLF) monitors trends identified as potential concerns and identifies where action such as changes to operational procedures or specific training might drive service improvements. During 2016/17 examples of action taken following OLF include a number of changes to procedures, including but not exhaustively, Suicide Prevention, and Sexual Predatory behaviour.

NB: For the benefit of Members, a glossary of technical terms has been included as an Appendix.

Recommendations

That the report is received and its contents noted.

Main Report

The Professional Standards and Integrity Sub-Committee

1. The Professional Standards and Integrity Sub-Committee has responsibility for providing detailed oversight of professional standards in the City of London Police. During 2016/17, it received statistical updates on complaint cases and trends relating to (a) the nature of allegations in complaints, and (b) the means by which those allegations are resolved. The Sub-Committee continues to perform a highly detailed scrutiny function to examine the casework of every complaint recorded by the Force – this is unique among all Offices of Policing and Crime Commissioners and local policing bodies.
2. The Sub Committee has worked with the Director of the Professional Standards Department (PSD) to examine the statistics and papers provided, to ensure the validity of the documents supplied are coupled with efficiency savings but maintain the level of scrutiny required.
3. In 2016/17 the Sub-Committee continued to look at matters of conduct; it received updates on all misconduct meetings and hearings which had been dealt with by the Force. The Sub-Committee receives updates on Unsatisfactory Performance Procedures (UPP), which concern performance or attendance issues (as opposed to misconduct). It continues to receive updates on Employment Tribunal cases concerning police officers and police staff. These outlined the nature of claims and the outcome of cases. A report from the Integrity Standards Board (ISB) and integrity dashboard are also scrutinised. This includes the gifts & hospitality received by the Chief Officer team.
4. The Sub-Committee continues to support the Force in ensuring themes identified in complaint or conduct cases are progressed as issues of Organisational Learning. This is done through the PSD Working Group (PSDWG). The Force's Organisational Learning Forum (OLF), chaired by the Assistant Commissioner, includes representation from all Force Directorates and has a series of working groups focusing on specific areas of organisational learning, including PSD, Custody and Public Order. The Sub-Committee is represented by Oliver Bolton, from the Town Clerk's Department, who attended meetings of the PSDWG in 2016/17, and the Sub-Committee received a digest of highlighted areas/themes of learning at every meeting.

The Work on Police Integrity & Code of Ethics

5. Integrity is now delivered within CoLP by three distinct units. Strategic Development holds the Force lead for overseeing how integrity is embedded in the organisation, principally through initiatives delivering the objectives of the National Police Code of Ethics. PSD educates, monitors and investigates issues that impact on integrity while Organisational Development Department is responsible for ensuring that integrity informs and enhances workforce development.
6. During 2016/17 the Force has delivered significant initiatives supporting

workforce and organisational integrity. The Chairman of the Professional Standards and Integrity Sub Committee has been closely involved with the development of all the activities and, acting as a critical friend, has helped to drive the improvements forward. These include:

- i. A refreshed Integrity Standards Board (ISB) that is now chaired by the Assistant Commissioner and attended by the Chairman of the Professional Standards and Integrity Sub Committee together with a representative from the Town Clerk's department. The Board considers information against a range of indicators that highlight where individual or organisational integrity might be called into question. The Board also receives regular updates on activities to promote and embed the Police Code of Ethics into business as usual.
- ii. The Force ran an 'Integrity workshop' in late 2016 which resulted in the development and adoption of an Integrity Development Plan, progress against which is monitored by the ISB and reported to the Professional Standards and Integrity Sub Committee. The Plan ensures there is a continuing programme of activities aimed at impacting positively on professional behaviour and embedding the Police Code of Ethics
- iii. Formation of an internal group of Ethics Associates, who meet to consider ethical dilemmas and situations and thereafter contribute to the Regional London Police Challenge Forum, of which the City of London Police was a founding member. The Force hosted the second regional meeting on 13th June 2017, chaired by T/Commander Operations.
- iv. Delivery of 'Ethics' and 'Professional Standards' themed communication months, which included articles on application of the Code of Ethics principles and the Code's relationship with Police Regulations. The aim of these months was to highlight awareness of the Code and how it can be used as a tool to assist decision making.
- v. Consideration of ethical issues as part of proposals made to Force strategic boards and subsequent decisions. This has been achieved by including a section on board templates to prompt report authors to consider whether any proposals or required decisions might have an adverse (including inadvertently adverse) impact on the principles of the Code of Ethics.
- vi. Awareness of the Code of Ethics and how it can be used is now also included in the formal induction programme for new staff/officers.

7. Current initiatives to build on the above achievements include:

- i. Delivery of a full staff survey conducted by Durham University, an element of which will consider Force culture. The results of the survey will be made available to all staff and an action plan developed to address its findings. It is anticipated that the results (due in July 2017) will inform a further tranche of work relating to improving organisational and individual behaviours.
- ii. Launch of the Professionalism Newsletter, which highlights good practice and will be produced quarterly.
- iii. Adoption of a comprehensive Force Integrity Strategy that clearly

articulates the Force's approach to integrity and professional behaviour.

- iv. A review on current arrangements impacting on integrity to inform forward development of the Integrity Action Plan, which will include consideration of a range of new indicators for the Integrity dashboard.

HMIC Legitimacy Inspection

8. Part of HMIC's annual inspection programme examines forces' legitimacy. The inspection looks specifically at the extent to which forces:
 - i. Treat people with fairness and respect;
 - ii. Ensure their workforce act ethically and lawfully; and
 - iii. Ensure the workforce themselves have been treated with fairness and respect.
9. The latest report relating to the City of London Police was published on 8th December 2016 and graded the Force as GOOD overall for legitimacy. HMIC found the Force to be good at treating the people it serves with fairness and respect and has a sound understanding of the different communities within the City of London. They also found that the Force has developed and maintained an ethical culture and effectively identifies integrity by robust and frequent monitoring of its staff. The report noted that the Force could do more to demonstrate how it has responded to staff concerns (which is being addressed by the current staff survey) and would benefit from a counter corruption strategy (which is nearing completion).
10. The 2017 legitimacy inspection concluded in Force in early May 2017. Nationally, the programme will continue until the early summer. Whilst the Force anticipates some early feedback, reports will not be compiled by HMIC until the autumn at the earliest and thereafter published toward the end of the year. Following publication, reports will be prepared for the Police Performance and Resource Management Sub Committee (who receive details of all HMIC reports) and the Professional Standards and Integrity Sub Committee. Members previous concerns regarding the time lag between inspections and report publication are noted, however, CoLP as all other forces, are subject to this national HMIC timetable.

The Independent Police Complaints Commission (IPCC)

11. The IPCC collects complaint data from all 43 Forces in England and Wales and produces a quarterly statistical bulletin. Each Force is provided an individual Bulletin containing complaint data, data compared to the "most similar force" (which the CoLP does not have given its unique size and remit) and national data. The IPCC also reports on its own performance. It produces an Annual Report on complaint statistics which allows Forces to see all national Force data together, and outlines any national trends on the reporting, investigation and appeals to the IPCC. We await the full annual report for all Forces for the

previous year's data 2016/17. The IPCC acknowledged the complaints generated from Action Fraud which is a national service.

12. CoLP PSD referred 24 cases to the IPCC during 2016-17¹. During the same period the total number of method of investigation (MOI) decisions by the IPCC (including some cases referred during the previous year) were for 19 to be locally investigated by CoLP, 4 to be independently investigated by the IPCC and 0 to be supervised by the IPCC. 3 were returned to CoLP for the Force to deal with locally, not necessarily by means of an investigation. Currently the IPCC is conducting 6 independent investigations into CoLP officers. This increase in independent investigation reflects an increased span and scope of the IPCC involvement and the case referral criteria.

13. According to IPCC data, the City of London Police's PSD performs well in terms of recording complaint cases within the target of 10 days (99% against a national average of 84%). The time the Force takes to complete a local investigation is also lower than the national average (119 days compared to the national average of 166 days).

Complaints

Recorded Complaints

	Complaints	Allegations	Complainants
2016/17 Number (excl Action Fraud)	102	210	121
Action Fraud	174	174	174
Total	276	384	295
2015/16 Number (excl Action Fraud)	106	152	114

14. The City of London Police is the national Lead Force within the UK for Economic Crime investigation and since April 2013, receives all reports of fraud reported across England and Wales through the 'Action Fraud' reporting process. Complaints regarding the delivery of the Action Fraud service are recorded under the Appropriate Authority of the City of London Police. The IPCC has acknowledged the complaints generated from Action Fraud as a national service, but the figures are included with the City of London data (due to falling within the remit of the City of London Police Appropriate Authority).

15. Eighteen allegations of "discriminatory behaviour" were recorded during 2016/17; these sub categorise into 12 Race, 3 Mental Health, 2 Disability, 2 Religious, 4 Other. One of these allegations was "upheld"², following a PSD investigation (disability). 12 allegations were 'not upheld'. One was discontinued by the force and one was withdrawn. At the close of the period, two are ongoing investigations.

¹ Rolling year – some matters recorded during the previous quarter or year

² See Appendix A Glossary of Technical Terms

Allegations Recorded

16. A total of 384 allegations were recorded in 2016/2017. In terms of nature of allegations, the *highest* categories were:

Type:	Number allegations:	Overall percentage
Operational management decisions	116	30%
General Policing Standards	66	17%
Other irregularity in procedure	25	7%
Other neglect or failure in duty	24	6%
Incivility, impoliteness and intolerance	20	5%
Discriminatory behaviour	18	5%
Other Assault	12	3%
Lack of Fairness & Impartiality	12	3%

17. Operational management decisions and General Policing Standards allegation types are almost all relating to Action Fraud.

18. City of London Police complaint data accounts for 29% of the total allegations recorded with Action Fraud allegations forming the remaining 71%³. Compared to the national highest allegation categories, in all but one allegation type (Lack of Fairness and Impartiality) the CoLP is lower than the national average and in this one it is only 1% higher

19. Compared to 2015/16 figures, the highest recorded allegation categories have slightly changed. "Other irregularity in Procedure" is now the highest allegation category recorded in this reporting period. This is a change from the traditional highest allegation types of "Incivility" and "Oppressive Conduct" which could be described as customer facing rather than matters of irregularity in procedure and neglect of duty. This could be attributed to the effect of 'Austerity' with less Officers/Staff completing the same or higher volume of work. The exceptions are the allegations recorded for the Direction and Control matters relating to Action Fraud where Operational Management Decisions (30%) and General Policing Standards (17 %) make a combined percentage of 47%. This reflects exactly the same percentage as the previous year.

Finalised Allegations

20. In the last year (excluding Action Fraud), PSD finalised a total of 216 allegations. 159 of which were investigated by PSD. A total of 19 (9%) were upheld - (the national average 2015/16 was not included in the IPCC report).

³ IPCC National Statistics 2015/16 published via IPCC website Nov 2016

21. There has been an increase in Local Resolution as a means to finalise allegations. Including Action Fraud data, a total of 209 of the total 384 allegations were finalised by means of Local Resolution, equating to 54%. (No national average data was available for 2015/16 however the City of London Police figure in the previous year was 38%). Action Fraud figures have a positive impact upon Local Resolution data.

Complainant Characteristics

Ethnicity

22. PSD does record data relating to the ethnicity of the complainant. However, meaningful data is difficult to collect as complainants are often reluctant to self-identify. 185 out of the 295 complainants (62 %) did not state their ethnicity. The highest category recorded is White British, 60 complainants have self-defined their ethnicity within this group (20 %). This is the same as previous years.

Gender and age

23. A total of 295 complainants were recorded in 2016/17. Of these 196 stated they were male, 83 female and in 15 cases gender is unknown. Most complainants do not state age, but from what the Force has recorded, the highest category is 30-39 years of age. This is the same as the previous 2 years.

Organisational Learning Forum and other internal groups

24. Learning issues are central to the work of PSD. Complainants often express that they want the officer/organisation to acknowledge what went wrong, and understand how the Force will ensure that similar issues will not happen again. The Organisational Learning Forum (OLF) chaired by AC Sutherland, is well established, has been operating for several years and meets on a quarterly basis.

25. The work of the OLF cuts across the organisation, it is a decision making forum and if necessary issues are escalated to the Force's Strategic Management Board (SMB). The OLF has the responsibility for the strategic overview of learning across all Directorates. It is supported by tactical groups focusing on Custody, Public Order, Stop and Search and Professional Standards, to tackle learning on a local level.

26. The Professional Standards Department Working Group (PSDWG) is attended by Oliver Bolton from the Town Clerk's Department, representing the Sub-Committee. The Chairman of the Professional Standards and Integrity Sub-Committee attends the Integrity Standards Board for independent oversight. Any identified PSD learning issues that need to be addressed at a more strategic level are elevated to the OLF. The PSDWG also reviews the 'Learning the Lessons' bulletins issued regularly by the IPCC and ensures that lessons contained within them are addressed and disseminated across the Force.

27. During 2016-17, the PSDWG took the lead on a number of topics identified as areas for organisational learning, case study examples:-

Suicide from Tower Bridge

- Following the suicide from Tower Bridge a number of issues were raised by PSD as learning outcomes for the CoLP. These included learning points raised from a separate, non CoLP, case (water based rescue) reported in the IPCC Learning the Lessons bulletin published August 2016. All of the learning points have been adopted into a new Suicide Prevention Standard Operating Procedure (SOP). The Coroner accepted the CoLP findings and recommended the PSD learning points be implemented. These have all been completed. The circumstances had been referred to the IPCC who determined that the incident should be investigated locally.

Sexual Predatory Behaviour

- The abuse of position for sexual purpose is a national concern. To identify risk within the organisation 'Safecall' and 'Bad Apple' have each been promoted as independent means for members of staff to report such behaviour. The IPCC has also produced a learning bulletin themed on Vulnerability. PSD are active members of the CoLP Vulnerability Working Group and provide a conduit from the NPCC and the College of Policing surrounding this type of corruption. The PSD working group has ensured the link between different areas within the Force and training citing City cases.

Criminal Investigations

28. During 2016/17, a member of staff was arrested by CoLP Counter Corruption Unit (CCU) in relation to a historic sexual assault allegation. No criminal prosecution ensued however the member of staff resigned prior to a Misconduct investigation by HR.
29. One member of police staff was arrested by the CoLP in connection to an allegation of theft of police equipment. The member of staff accepted a criminal caution and was dismissed from the Force.
30. A police officer was arrested for Affray by the Metropolitan Police Service (MPS) however following investigation no further action was taken due to the officer being identified as a witness to the assault and he was attempting to apprehend the offender. No misconduct identified.
31. There is a current investigation into an allegation of a member of CoL staff Criminally Misusing the CoLP network.

Misconduct

32. Misconduct can be categorised as being either 'misconduct' or 'gross misconduct', the latter being the more serious. Where it is determined that an officer has a case to answer, misconduct matters are heard at a misconduct meeting and gross misconduct is dealt with by means of a hearing. During the reporting period 2016/17, 18 misconduct cases were recorded within PSD. A total

of 22 misconduct cases were finalised during the reporting period (some of these cases had been carried over from 2015/16). Currently 7 misconduct cases remain live investigations. Of the misconduct cases finalised during the reporting period the outcomes⁴ were as follows:-

a) Misconduct Hearings

One Misconduct Hearing was held. The officer received a Final Written Warning. (This was the first CoLP Hearing in public and was chaired by an Independent Chair).

b) Misconduct Meetings

There were five Misconduct Meetings held. Two officers received a written warning. Three officers received formal management advice.

c) Management Action

In six cases there was a Case to Answer and the officers were given formal management action.

d) No Action

In eight cases there was No Case to answer and no further action was taken against the officers.

e) Members of Police Staff

Two members of police staff were criminally investigated on separate matters.

1. Following arrest for historic sexual assault the ERO (Evidence Review Officer) found insufficient evidence for criminal proceedings; however a member of staff resigned prior to misconduct proceedings.

2. A member of staff accepted a criminal caution for Theft (selling stolen police equipment on EBay). They were dismissed without notice by HR.

Unsatisfactory Performance Procedures

33. During the reporting period three instances of UPP were recorded. All of these relate to Special Constables and absence from duty.

Staffing

34. During 2016/17 Assistant Commissioner Alistair Sutherland, continues to oversee the work of the Professional Standards Department within Business Support Directorate. The Director of Professional Standards remains as D/Supt Dermont Robinson. DCI Claire Cresswell (Designated Appropriate Authority) returned from maternity leave. Two newly appointed investigators (DC and DS) have recently joined PSD, into vacant posts. Looking ahead into 2017/18, PSD is looking for a phase of stability following a period of change and loss of experienced staff.

35. The 2016 Force Awards, a celebration of staff achievements and voted by colleagues across the Force, two members of PSD staff were recognised. Sylvia Edwards received Special Constable of the Year, and Katy Goulding received Trainee Investigator of the year. This is an incredible achievement for not only these individuals but a reflection on the whole department. The three special

⁴ Some cases involve more than one officer & those involved may receive different disciplinary outcomes

constables who work within PSD were short listed for the Lord Ferrers award, a national annual award for volunteers within policing with a ceremony that took place on the 15th Sept 2016. The forthcoming 2017 awards also has a member of the vetting team, Jane MacDonald, in the shortlist for 'Member of Police Staff of the Year' award.

Conclusion

36. The number of complaints against police officers remains relatively low⁵ given the high numbers of interactions with members of the public, often in challenging circumstances. However the number of complex and multiple complaints and conduct matters has increased. There are also more investigations which have IPCC involvement. The increased emphasis on learning has led to some significant changes within the Force, both in terms of improved operational procedures and in positive changes in officer behaviour.
37. Following the success of internal communication and PSD training inputs across the Force, PSD has seen an increase in internally referred conduct matters and requests for advice.
38. Whilst the number of complaints against City of London officers is relatively low compared to the national statistics there is a year on year increase (as reflected in the national statistics). However due to the austerity measures and budget constraints across all police departments there has been no increase of police personnel to deal with the increase of complaints or complex conduct cases. CoLP PSD has been among the forerunners of Force departments to employ Special Constables in specialist roles and have two Special Constables who have been appropriately vetted and are committed to working in the PSD environ on a regular basis. PSD have also contracted services of a police volunteer. PSD continue to look for smarter working practices to assist in dealing with complaints and conduct matters concisely, impartially and ensuring that the City of London continues to deliver an exceptional policing service.

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⁵ CoLP recorded 122 allegations per 1000 employees, National Average 276 allegations per 1000 employees IPCC 2015/16 – *Police Workforce, England and Wales, 31st March 2015 (National Statistics)*

Committee(s)	Dated:
Police Committee- For information	13 th July 2017
Subject: Joint Health and Wellbeing Strategy and Joint Suicide Prevention Action Plan	Public
Report of: Director of Community and Children’s Services, and Commissioner of Police Pol 41-17	For Information
Report author: Poppy Middlemiss, Department of Community and Children’s Services, and Supt Helen Isaac, Communities and Partnerships	

Summary

This report outlines the importance of the City of London Police and the City of London Corporation working together to improve the health and wellbeing of people in the Square Mile.

This report outlines the development of the Joint Health and Wellbeing Strategy and the Suicide Prevention Action Plan.

Recommendation(s)

Members of the Police Committee are asked to:

- Note the Joint Health and Wellbeing Strategy and the Joint Suicide Prevention Action Plan.

Main Report

Background

1. Improving health and wellbeing in the City of London necessitates a partnership between the City of London Corporation and the City of London Police. This allows for many benefits including coordination and pooling of expertise, information and resources, as well as opportunities for innovation and cultural change to enable joint problem solving approaches.
2. This report presents the Joint Health and Wellbeing Strategy (Appendix 1) and the Suicide Prevention Action Plan (Appendix 2) to as examples of how the City of London Corporation and the Police are already working together to improve health and wellbeing in the City of London.

Joint Health and Wellbeing Strategy

3. The Health and Social Care Act 2012 requires Health and Wellbeing Boards to produce a Joint Health and Wellbeing Strategy (JHWS) to tackle locally identified health needs. The City of London Police is represented at the City of London Health and Wellbeing Board by Superintendent Helen Isaac, who is a full member.
4. The Health and Wellbeing Board approved the JHWS in January 2017, and the action plan in June 2017. The JHWS covers the three year period from 2017/18 to 2020/21.
5. The Strategy (appendix 1) identifies the following priorities to improve health and wellbeing in the City of London:
 - Priority 1: Good mental health for all
 - Priority 2: A healthy urban environment
 - Priority 3: Effective health and social care integration
 - Priority 4: Children have the best start in life
 - Priority 5: Promoting healthy behaviours.
6. The Joint Health and Wellbeing Strategy Action Plan has been developed to outline how we will deliver the vision and priorities of the Joint Health and Wellbeing Strategy and has been developed and will be delivered in conjunction with the Health and Wellbeing Advisory Group. The City of London Police is represented.
7. Within the Joint Health and Wellbeing Strategy and Action Plan there are several areas where the Police can play a key part in delivery. These include the delivery of the Suicide Prevention Action Plan (which is further discussed later in this report), raising awareness of the risks of financial abuse, promoting and delivering Make Every Contact Count training to frontline staff and developing a Corporate Alcohol Strategy.

Suicide Prevention Action Plan

8. Following the transfer of public health from the NHS to local government in April 2013, suicide prevention became a local authority led initiative involving close collaboration with the police, clinical commissioning groups (CCGs), NHS England, coroners and the voluntary sector.
9. The City has three potential population groups who are at risk of committing suicide: residents who live in the City; those who work in the City; and those who travel to the City with the intention of committing suicide from a City site, but have no specific connection to the City. Data from the coroner confirmed that there were 34 completed suicides in the City of London in the five years from 2009 to 2014. Seven of these were residents of the City of London and 27 were non-resident. These figures are consistent with the attempted suicide data, which

shows that most attempts are carried out by those with no specific connection to the City.

10. In January 2016 the Health and Wellbeing Board signed off the City of London's first Suicide Prevention Action Plan. Since then, the Suicide Prevention Action Plan Working Group consisting of representatives from Public Health, the CCG, City of London Police, the Samaritans, the RNLi and Port Health and Public Protection have completed 24 of 29 actions in the action plan.
11. In January 2017, the Board agreed the document should be refreshed as a joint strategy between the City of London Corporation and the City of London Police in recognition of the fact that much of the frontline response to suicide in the City of London is delivered by the City of London Police and a joint strategy strengthens the working relationship and improves our strategic response to suicide prevention in the City.
12. The refreshed action plan was presented to the City of London Police's Vulnerability Steering Group and was subsequently signed off by the Health and Wellbeing Board in April 2017.
13. The City of London Suicide Prevention Action Plan (attached as Appendix 2 to this report) outlines actions across six priority areas taken from the National Suicide Prevention Strategy (NSPS) with accompanying recommendations which have been tailored to address our local needs.
14. Overall objectives of this action plan are to are to:
 - Reduce suicide rates in the at risk populations (residents, workers and those who travel to the City to commit suicide)
 - Provide better support for those bereaved or affected by suicide
15. Some of the main additions to the refreshed joint Action Plan include the implementation of the Street Triage Pilot and the inclusion of Street Pastors, on which the City of London Police are leading. The City of London Police are also partners in delivering the 'Release The Pressure' campaign and are developing a data profile to help with understanding the issue of suicide in the City of London.

Monitoring

16. An update report on the Action Plan progress, with a review of suicide data in the City of London, will be produced for the Health and Wellbeing Board and the City of London Police's Vulnerability Steering Group annually. Progress against the plan will also be monitored at the Force's monthly Force Tasking meeting.
17. Progress of the Joint Health and Wellbeing Strategy Action Plan will be reported to the Health and Wellbeing Board every 6 months.

Conclusion

18. The City of London Police Force is key to the implementation of the Joint Health and Wellbeing Strategy, the Suicide Prevention Action Plan and other work of the

Health and Wellbeing Board. A continuing partnership between the City of London Corporation and the City of London Police at all levels will aid effective delivery.

Appendices

Appendix 1 – Joint Health and Wellbeing Strategy

Appendix 2 – City of London Suicide Prevention Action Plan

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**Joint Health and Wellbeing Strategy
City of London Corporation
2017/18-2020/21**

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1 Foreword

Message from the Chairman of the City of London Health and Wellbeing Board



I am delighted to be able to present the City of London Corporation's Joint Health and Wellbeing Strategy 2017 – 2021, which draws together the work of many key organisations working in partnership to improve the health and wellbeing of people in the City of London.

The health and wellbeing demands in the City are distinctive and this Strategy reflects this. Everyone who lives, works and visits the City has a right to good health. The City Corporation is committed to its vision to work in partnership to achieve longer, happier, healthier lives in the City of London. The vision for this Strategy provides a framework to make the biggest difference over the next few years.

Achieving the priorities within this strategy will require leadership from the board and active engagement from the range of partners including commissioners and providers of services, community and voluntary sector groups, and the wide range of organisations that come into contact with citizens on a daily basis including employers and schools.

We would like to thank all those who have contributed to the development of this strategy and, most importantly, all those working to continue to improve the health and wellbeing of local residents, workers and rough sleepers.

Deputy Joyce Nash OBE

A handwritten signature in black ink that reads "Joyce Nash." The signature is written in a cursive, slightly slanted style.

Chairman of the Health and Wellbeing Board

2 Introduction

The Health and Social Care Act 2012 places health and wellbeing boards at the heart of planning to transform health and social care and achieve better standards of health and wellbeing for the population. Health and wellbeing boards have a number of core responsibilities. These include assessing the health and wellbeing needs of the local population through the Joint Strategic Needs Assessment (JSNA) and preparing a joint health and wellbeing strategy.

The aim of a joint health and wellbeing strategy is to jointly agree what the most important issues are for the local community based on evidence in JSNAs, what can be done to address them, and what outcomes are intended to be achieved (Department of Health, 2012).

The City of London contains several populations in one place (residents, workers, rough sleepers and other people who visit the City everyday), with different needs and health issues. This strategy therefore considers three distinct populations with different needs and mental health issues: residents, City workers and rough sleepers.

The City of London's Health and Wellbeing Board¹ exists to improve the health and wellbeing of these communities within the City of London and to reduce health inequalities across the Square Mile. It brings together leaders across the health and care system to provide collective leadership on a range of complex and cross-cutting challenges which impact on the health and wellbeing of local people.

Health and wellbeing outcomes and inequalities are driven by a range of factors, some of which individuals have little control over. Others are the result of behaviours which in turn are heavily influenced by people's circumstances and environment, such as income, employment and living conditions. This strategy will address those factors which affect the health of the population within the City of London.

3 Background

3.1 The City

The City of London has the highest daytime population of any local authority area in the UK, with hundreds of thousands of workers, residents, students and visitors packed into just over a square mile of densely developed space. The City of London also has the sixth highest number of rough sleepers in London.

The City Corporation is responsible for local government and policing within the Square Mile. It also has a role beyond the Square Mile, as a port health authority, a sponsor of schools, and the manager of many housing estates and green spaces across London.

¹ Details of the Health and Wellbeing Board meetings, agendas and membership can be found here: <http://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=994>.

The *City and Hackney Joint Strategic Needs Assessment* pulls together data from a range of sources. It is supplemented by a City specific document which describes the health needs of the different communities in the City, and makes a number of key recommendations for service provision based on levels of need. These findings form the evidence base for this strategy and enable us to understand the particular health problems faced by people in the Square Mile.

The City borders seven London boroughs and residents often have to access services that are delivered outside the Square Mile. The catchment area of the City's only GP practice does not cover the whole City, so residents in the east access primary care services from Tower Hamlets GPs. This means we must also work closely with Tower Hamlets CCG to ensure residents' needs are met.

Public Health in the City of London has a strong relationship with the London Borough of Hackney. City and Hackney share a Director of Public Health and a Clinical Commissioning Group. A number of public health services are also commissioned in partnership with the London Borough of Hackney. While most public health services are focussed on the resident population some public health services are also commissioned for City workers.

In surveys, the City scores highly as a place to live and work and it has excellent transport links and cultural services. The City is an urban area, and suffers from poor air quality. Particulate matter and nitrogen dioxide levels are both very high, and there are a high number of noise complaints. There are numerous open spaces in the City but they tend to be small in size.

3.2 City residents

The latest population estimates from the Office of National Statistics places the City's resident population at 8,760 – a figure which is projected to increase. Those aged 65 and over are projected to contribute the most to this growth, with their numbers increasing rapidly in the next decade. This is likely to create increased demand for health and social care services in the future.

In contrast, there are relatively few children in the City. The City's children mainly live in dense pockets of housing with some areas experiencing high levels of deprivation. The City of London has a diverse range of ethnicities and religious faiths. Around 300 children and young people receive some additional services through Special Educational Needs and Disability (SEND) Support because they go to school in the City (281 children in January 2016) or because they live in the City. An estimated 78% of the City of London population is white British; however, approximately 40% of children are from black or ethnic minority groups compared to 21% nationally, the Bangladeshi community form the second largest ethnic group in the City of London.

There has been improvement in the City's deprivation ranking in recent years, however significant gaps remain between the areas of Portsoken (within 40% most deprived LSOAs) and Barbican (10% least deprived).

The City of London has several educational institutions so is also home to students who board and travel in during the day.

3.3 City workers

Around 415,000 people work in the Square Mile, and this is expected to grow rapidly over the next decade. City workers are mainly aged between 20 and 50, with a higher proportion of men. City workers tend to be healthier than the general population because they are younger, although lifestyle factors such as smoking, alcohol consumption, levels of physical activity and diet have an impact.

3.4 Rough sleepers

In 2015-16 the City had the sixth highest number of rough sleepers among London local authorities. On average 20-25 people sleep on the streets of the City of London every night. The vast majority are male and include those new to the streets as well as longer term rough sleepers. Those that find themselves homeless on the streets are especially vulnerable to crime, drugs and alcohol, and at high risk of physical and mental illness and premature death. Many people come to the streets with complex issues, some have limited entitlement to services and some are resistant to support and treatment. Homelessness can be both a cause and a consequence of major problems for an individual's health, both physical and mental.

4 How are we going to achieve our vision?

4.1 Our vision

This strategy is underpinned by the following vision:

Working in partnership to achieve longer, happier, healthier lives in the City of London

4.2 How this strategy will deliver our vision

The key role of this strategy will be to inform commissioning and service planning – to ensure the City's priorities are met within wider partnership approaches and service commissioning from 2017/18. We expect that both commissioners and service providers will seek to implement the strategy in the specification, planning and delivery of services. We will also expect continued integration wherever this can deliver better health outcomes and a better experience for patients and service users.

By implementing our strategy we want to reduce the differences in health across the Square Mile, for those who live and work here. We will use evidence of effectiveness to inform what we do and we will get the best value from our resources. We will invest in prevention and early intervention. We also want more people to have a positive experience of care and support. This means that access to services should be fair and transparent, provision of services should be timely and the location should be appropriate. Wherever possible, people should be supported in the community, close to their homes, friends and families.

Care and support should give people the greatest possible level of choice and control over their lives and should be tailored to meet their individual needs.

4.3 The role of our Health and Wellbeing Board

The Health and Wellbeing Board's role will be to champion the vision and priorities of the strategy and to hold delivery partners to account. This will require the Board to provide robust challenge to work being delivered across the system and show action-focused leadership if barriers exist and are preventing progress. This may include Board members working to actively drive change in their own organisations, or looking together at how resources are used across different agencies and partners for maximum impact. Monitoring progress, and seeing how the strategy is leading to real change for residents, workers and rough sleepers, will enable the Board to make the right interventions at the right time. The detail of this action is given below in section 9.

5 Strategic context

5.1 National context

The NHS is facing growing financial and service pressures during a time of rising demand. The NHS Five Year Forward View², published in October 2014, is set in this context. It sets out a new shared vision for the future of the NHS emphasising the need to move to place based systems of care where organisations are collaborating and using their resources collectively to meet the needs of the local population in the most appropriate and effective way. It also sets out the challenges to be addressed in the NHS around finance and efficiency, improving the health of the population and providing quality care.

5.2 Local context

Since the last Joint Health and Wellbeing Strategy policy our Corporate Plan (2015 – 2019) has been approved. This is the City Corporation's main strategic planning document and provides a framework for the delivery of services. It sets aims that include a commitment to maintaining high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation³. This strategy supports the delivery of the Corporate Plan and will in turn provide strategic direction to other strategies and action plans, including those on social care, housing, transport, employment and working with businesses.⁴

² <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

³ (<https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Documents/corporate-plan-2015-19.pdf>)

⁴ CCG Commissioning Strategy; Mental Health Strategy ; Children and Young People's Plan; Homelessness Strategy; Carers' Strategy; Air quality Strategy; City of London Commissioning Prospectus – Services for Children and Young People; Noise Strategy; Suicide Prevention Action Plan, VAWG strategy.

The strategy is also informed by the City and Hackney CCG Five Year Strategic Plan (2014 – 2019)⁵, which outlines its strategic vision as:

- patients in control of their health and wellbeing;
- a joined-up system which is safe, affordable, of high quality, easy to access, saves patients' time and improves patient experience;
- everyone working together to reduce health inequalities and premature mortality and improve patient outcomes;
- getting the best outcomes for every pound we invest through an equitable balance between good preventative services, strong primary and community services and effective hospital and mental health services which are wrapped around patient needs;
- services working efficiently and effectively together to deliver patient and clinical outcomes and providers in financial balance.

5.3 Sustainability and Transformation Plans

In December 2015, NHS England required local areas to produce five year Sustainability and Transformation Plans (STP) to set out how local areas proposed to meet the challenges set out in the Five Year Forward View. The City Corporation is part of the North East London STP. This includes eight local authorities, seven CCGs and three acute hospital trusts (Homerton University Hospital Trust, Barts NHS Health Trust and Barking, Havering and Redbridge University Hospitals Trust).

5.4 Locality Plans

CCGs and their partner local authorities are developing two to five year locality plans to address local issues highlighted in local health and wellbeing strategies as well as contributing to delivering the wider STP ambitions. This allows City of London specific priorities around social isolation, the health of workers and cross boundary issues to be addressed in the locality plan.

5.5 Devolution pilot and integrated commissioning

Separately to the STP, the London Borough of Hackney and City & Hackney CCG along with local health providers were approved as a devolution pilot. This allows them to explore the delegation of powers to a local level to better support the achievement of plans. This aims to accelerate the transformation of the local health and care system in Hackney so that it is financially and clinically sustainable and provides improvements in health, care and wellbeing outcomes. The City Corporation and the CCG have been working closely to ensure that devolution brings advantages and improved outcomes to the City, where its needs are specific.

The devolution proposal committed to exploring joint commissioning between the CCG and the local authority social care and public health functions. A commitment has been made to

⁵<http://www.cityandhackneyccg.nhs.uk/Downloads/About%20Us/Equality%20and%20diversity/5%20YEAR%20PLAN%20UPDATE%20final.pdf>

explore this for the London Borough of Hackney. As the City Corporation is not part of the devolution pilot, the CCG is keen to establish a similar arrangement with the City Corporation to mirror those in Hackney to ensure an equitable approach across the CCG area.

6 Progress since the last strategy

This is the second City of London Joint Health and Wellbeing Strategy, following the first which covered the period from 2013-2016. The Health and Wellbeing Board has successfully overseen the transition of statutory powers from PCTs to Local Authorities and CCGs and has helped both organisations to consider how to mainstream health and wellbeing considerations throughout their work.

Since the last Health and Wellbeing Strategy, we have worked hard to develop a public health offer to City workers. Business Healthy, a community and online resource for business leaders launched in April 2014, aims to engage and educate businesses on a wide range of health issues through blogs, events and round table discussion. Business Healthy now has 477 members. This initiative was recognised as demonstrating a high level of excellence by the Royal Society for Public Health, which awarded it the three year Health and Wellbeing Award for 2014-2017.

We have worked hard to improve mental wellbeing in the City. We have developed a mental health strategy and accompanying action plan which is being successfully implemented. We have also developed a suicide prevention action plan and are working closely with partners to reduce suicide attempts in the City of London. Actions have included placing signs to encourage people to seek help on City of London bridges and training frontline staff and the members of the public in how to recognise and help someone who is considering suicide.

We have also commissioned new services aimed at promoting healthy behaviours. These include a new integrated smoking, alcohol and substance misuse service called Square Mile Health, and a health check, weight management and physical activity service called City LivingWise.

With Hackney, we have jointly commissioned public health services for children living in the City of London including CHYPS Plus⁶, a holistic clinical and education service for 5-19 year olds with an emphasis on sexual health. We have also taken on responsibility for 0-5 year olds, and have commissioned a new health visiting service that provides additional support for more vulnerable mothers.

The Health and Wellbeing Board has contributed to the development of the City of London air quality and noise strategies which aim to create a healthier environment for those who live and work in the City of London

⁶ City and Hackney Young People's Service

7 Developing this strategy

Within the City, the size of the resident population presents a number of challenges to strategic planning. It is often difficult for us to get meaningful data about health needs, trends and service provision, given very small sample sizes. We also have a huge number of commuters entering the City every day, about whom very little information is collected.

For this reason, it is even more vital that we use a combination of quantitative evidence from the JSNA and other health needs assessments, combined with local and community intelligence, to determine our priorities.

The *City and Hackney Joint Strategic Needs Assessment* and the *JSNA City Supplement* pull together data from a range of sources to describe the health needs of the different population groups in the City, and make a number of key recommendations for service provision based on the level of need. JSNA findings form the evidence base for this strategy and enable us to understand the particular health problems faced by people in the Square Mile.

The information from the JSNA has helped identify our priorities by looking at the number of people affected, impact on health and wellbeing, scope for improvement, inequalities, deprivation and disadvantage and unmet need.

There has also been engagement and consultation with a range of stakeholders, including a series of local events and formal engagement with residents and workers in the City of London, which have been used to shape the priorities within this strategy.

Business Healthy members who represent businesses with an interest in workplace health in the Square Mile have also been asked for their views on the challenges they face in supporting the mental health of their employees.

8 Priorities

8.1 Guiding Principles

The Marmot Review in 2010, 'Fair Society, Healthy Lives' proposed evidence based strategies for reducing health inequalities, including addressing the social determinants of health in England from 2010. The Marmot Review concluded that reducing health inequalities would require action from government on six policy areas. The City's Health and Wellbeing Board recently revisited the Marmot principles, in light of developments made in the past six years, as well as considering what was within scope for a health and wellbeing board and strategy to achieve alone. Where appropriate and within scope, the strategy will strengthen and support the delivery of the Marmot principles. The board agreed that the Marmot principles would be the starting point for their own set of six principles. These are:

1. Support parents and local services to give every child the best start in life

2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Encourage fair employment and good work for all, including helping people to maintain a work-life balance
4. Encourage a healthy standard of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill-health prevention

8.2 Priority 1: Good mental health for all

8.2.1 Why this is a priority:

Poor mental health is one of the most significant and pervasive issues facing our society. One in ten children and one in four adults will experience a mental health problem at some point in their life. Depression and anxiety, the most common and widespread mental health problems, are also known to disproportionately affect more deprived sections of society, contributing to lower quality of life. Poor mental health in the City of London affects each of the three main communities addressed within this strategy: residents, workers and rough sleepers.

The increasing number of older residents, particularly those living alone, is likely to result in increased levels of social isolation and depression. It is also known that people with long-term conditions are 2-3 times more likely to experience mental health problems. Carers are also particularly vulnerable to mental health issues. Other issues such as unemployment and poor housing can contribute to mental ill health.

For many City workers the high pressure, competitive nature and long working hours of City roles may also trigger stress and mental health issues including anxiety, depression and risk-taking behaviours. Previously, periods of severe economic problems and job instability have had an adverse effect on the mental health of worker populations.

Around 45% of rough sleepers in the City have, or have had, a mental health problem, making this group a significant focus for mental health services⁷.

The City's location and distinctive infrastructure including the high rise buildings, rail and underground networks and the River Thames provide different means for suicide. The City of London has three populations at risk of suicide: those who live in the City, those who work in the City and those who travel to the City with the specific intention of committing suicide.

8.2.2 What we will achieve:

Our ambition is for more children, adults and older people in the City of London to have good mental health

⁷ (CHAIN database 2012/13).

We aspire for fewer people to develop mental health problems and for more people with mental health problems to be able to recover, have a good quality of life and a positive experience of care and support. We will keep people well through prevention and early support. People should be equipped with the tools to manage their conditions, with a focus on preventing relapse or escalation of existing problems.

We will better understand the needs of City workers and improve early identification of depression, anxiety and substance misuse. We need to encourage all City businesses to be great employers who are committed to the health and wellbeing of their workforce and provide support for workers with mental health problems.

We need to identify, assess and respond quickly to mental health issues amongst rough sleepers in the City, providing them with services that are compatible with lifestyles that may be chaotic and hinder engagement with standard treatment models.

We will respond effectively to people in crisis and prevent suicide where possible.

8.2.3 What we will do:

The City Corporation will work together with the City of London Police and City and Hackney CCG to deliver this priority. Action plans to increase the focus and strengthen our combined efforts to improve mental health and wellbeing in the borough will be developed in a number of key areas including:

- Work with commissioning partners to improve services in order to create a parity of esteem between mental health and physical health services
- Providing services and support to residents in their communities to overcome isolation, build resilience and increase social connections
- Promoting workplace mental health and wellbeing and improve employment outcomes
- Deliver public mental health services that support early identification of mental health problems and improve early identification both through healthcare pathways and in our work with the community
- Provide tailored support for people who are homeless or sleeping rough, taking into account issues such as ability to commit to treatment, chaotic lifestyles and dual diagnosis
- Improve our knowledge of the mental health needs of children and young people in the City of London in order to improve our commissioning and provision of child and adolescent emotional wellbeing and mental health services
- Implement the actions on the Suicide Prevention Action Plan in partnership with the City of London Police to reduce suicide and attempted suicide and to respond effectively to people in crisis.

8.3 Priority 2: A healthy urban environment

8.3.1 Why this is a priority:

There is now strong evidence that the environment shapes health outcomes. A well-designed public realm with high quality green open space will encourage physical exercise, improve mental health and increase biodiversity. As such a spatial planning policy should be used to deliver improvements to health and wellbeing.

Poor air quality contributes to shortening the life expectancy of all Londoners, disproportionately impacting upon the most vulnerable. Poor air quality exacerbates heart and lung conditions such as asthma and chronic obstructive pulmonary disease. Public Health England measures show that the City of London is the worst in the country for air quality with 8.4% of early deaths attributable to particulate matter in 2013. The City of London Air Quality Strategy outlines our commitment to fulfil our obligations for air quality management and how we will monitor the effectiveness of policies and measures that are introduced to reduce levels pollution.

The City of London inevitably experiences relatively high levels of noise and the City Corporation now receives around 1,100 noise complaints per year (up from around 750 per year in 2011). Managing noise in the City is a considerable challenge due to density of development and the vast transport network. High levels of noise not only cause disturbance to residents in their homes, but can also disrupt business activity in the City and spoil the visitor experience. The City Corporation has a statutory responsibility to manage and minimise exposure to excessive and sometimes unnecessary noise. The City of London Noise Strategy brings together and updates policies and programmes that are already in place to manage and mitigate noise. It also proposes additional measures which together with existing ones should improve management of noise in the City.

Whilst gathering ideas from residents and workers in the Square Mile, a lack of green space, community space and space to exercise came up repeatedly as a health and wellbeing issue. The City of London has a network of gardens, churchyards, parks, plazas and highway planting, which are often smaller than 0.2 hectare but are intensively used. Green spaces can play a role in promoting healthy lifestyles, reducing stress and preventing illness. They can also help with social inclusion by providing a space to socialise.

The condition, affordability and availability of the housing stock is a major influence on the borough's capacity to reduce inequality. Where people live and the quality of their home have a substantial impact on health; a warm, dry and secure home is associated with better health. The housing in the City is different from other areas: 90% of flats are 2-bed or smaller and overcrowding is an issue.

The City of London has a relatively high number of those killed and seriously injured on England's roads, (173 people from 2012-2014). This is a similar rate to other inner City London Local Authorities which have a high number of visitors each day. Elevated City High Walks have played a key part in addressing this and improving pedestrian safety.

Poor diets and poor nutrition are key contributors to excess weight, obesity, and tooth decay. The local food environment plays as important part, as it affects food and alcohol availability and the ability to make healthy choices. Influencing the availability, presentation,

and prices of healthier options can encourage consumers to reassess their preferences and make alternative choices. The City of London has a high proportion of food outlets. However food prices are often extremely high, as retailers focus their business on attracting daytime workers rather than addressing the needs of resident families.

8.3.2 What we will achieve:

Our ambition is to create a healthy place for people who live, work in and visit the City of London.

We want health to be considered in all policy and decision making areas within the City Corporation. Health in All Policies (HiAP) is a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas. HiAP is a response to a variety of complex and often inextricably linked problems. These include the increase in people living with chronic illness and long-term illness linked to our ageing society, growing inequality and health inequalities, climate change and the need for effective and efficient strategies for achieving society's goals with shrinking resources.

We will create a healthier environment with healthy food and drink options, particularly in those areas in which residents live and that are more deprived. We want to enable our residents and workers to make choices that will improve their health.

8.3.3 What we will do:

- Ensure health and wellbeing issues are embedded into the Local Plan and major planning applications
- Tackle unhealthy environments by delivering improved infrastructure for safe active travel and by providing easy access to healthy and affordable food in the local area
- Encourage retailers of healthy food in under-served, low-income neighbourhoods and/or to encourage existing retailers to offer more healthy products
- Introduce voluntary smoking bans in areas where more vulnerable people congregate for example outside schools
- Oversee the implementation of the air quality strategy and support the implementation of low emission neighbourhoods
- Oversee the implementation of the noise strategy.

8.4 Priority 3: Effective health and social care integration

8.4.1 Why this is a priority:

The integration of health and social care services is a well-established principle as it provides a better patient and service user experience, more effective services and can contribute to financial savings.

The City Corporation already works in an integrated way across the health and social care system but there have been limitations to this in terms of organisational boundaries and legal frameworks.

With growing financial and service pressures at a time of rising demand in health services, NHS England published a five year plan to address some of the challenges arising from this and encouraged health and social care organisations to work more closely together to address them. This is set out in further detail in the local Sustainability and Transformation Plan and for City and Hackney and in the emerging locality plan.

Working more closely together can involve health and social care services commissioning or delivering services in new ways.

8.4.2 What we will achieve:

Our ambition is to ensure that the further development of integrated health and social care services reflect and meet City residents needs effectively.

8.4.3 What we will do:

- Work with City and Hackney and Tower Hamlets CCGs to promote City resident needs and ensure access to any emerging integrated service models for City residents
- Utilise opportunities such as the Better Care Fund to develop schemes which facilitate integration across health and social care for City of London residents
- Explore different and innovative ways of commissioning and delivering services in an integrated way.

8.5 Priority 4: All Children have the best start in life

8.5.1 Why this is a priority:

Giving every child the best start in life was highlighted in the Marmot Review as the highest priority for reducing health inequalities. Prevention and early intervention in the first years of a child's life has a significant positive impact for a child's outcomes. It can break the links between early disadvantage and poor outcomes later in life such as emotional and behavioural difficulties, under-attainment at school, truancy and exclusion, criminal behaviour, drug and alcohol misuse, teenage pregnancy and the need for statutory social care. Early years are often called the foundation years because this is when behaviours are established that last well into adolescence and adulthood – these include oral health (e.g. tooth brushing habits are established by the age five years), dietary habits and disposition to physical exercise.

Babies generally receive a good start in life in the City of London: there is good breastfeeding uptake, low numbers of underweight babies' born and low numbers of women who are smokers at the time of birth. However, there is still room for improvement.

National indicators show that child poverty in the City of London is still present and persistent in parts of the City. Official figures show 10.3 per cent of City children (under 16) were living in poverty in 2013. Data shows that vaccination rates for MMR are below average compared to both regional and national rates.

Nationally, oral health has been identified as an issue for children's health. Public Health England's oral health survey shows that almost a quarter of children aged 5 years suffer from tooth decay. It should be noted that tooth decay brings a huge cost to health services.

The City of London Children and Young People's Plan includes the priority to improve physical and emotional health and wellbeing from conception to birth and throughout life which this strategy supports.

8.5.2 What we will achieve:

Our ambition is for every child to realise their full potential, helping them to prepare from an early age to be self-sufficient and have a network of support that will enable them to live independent and healthy lives.

Every City of London baby will have the best possible health at birth, have good nutrition and maintain a healthy weight, be protected from ill health, injuries and physical and mental health problems and have a positive relationship with their parents.

We will improve the environment in which children and young people live, learn, work and play so that our young people grow up in environments that are supportive to their health and wellbeing. This includes working with families to address and improve whole-family wellbeing. We want fewer children in the City of London to grow up in poverty.

8.5.3 What we will do:

We will act with partners to give all children and families the best start in life. This will include offering early help to have healthy lifestyles and good physical and mental health, integrating healthy behaviours into everyday routines to prevent problems at a later stage, and providing an ongoing and rounded offer of support once children leave school. Support is provided at this stage of life from maternity services, health visitors, GPs, children's centres and many others.

We will:

- Evaluate our current parenting programmes with a focus on learning from best practice to inform the use of resources and promote to increase uptake
- Promote good oral health, particularly for those under 5 years old
- Work with the London Borough of Hackney to review our approach to childhood obesity and agree a revised strategy
- Ensure front line staff (health visitors, GPs, housing and children's services staff) are working together to support parents and to help parents to access employment, education and training opportunities (Make every contact count)

- Use the influence we have to increase the uptake of childhood immunisations to achieve herd immunity
- Involve children and young people in co-designing mental and physical health services to ensure they are relevant, convenient, acceptable and accessible for them
- Enable children and young people to monitor and find sources of support to improve and maintain their own health
- Develop an integrated health promotion offer for children and families focused on breastfeeding and good nutrition, oral health, play and physical activity, immunisation and tobacco free homes
- Close the gap in outcomes for children and young people in vulnerable groups.

8.6 Priority 5: Promoting healthy behaviours

8.6.1 Why this is a priority:

Smoking: Guidance from the National Institute for Health and Care Excellence (NICE) states that tobacco use is the single greatest cause of preventable deaths in England – killing over 80,000 people per year.

The 2016 City of London Health Profile shows that adult smoking is slightly better (lower) than the England average for residents; although it is known that smoking levels are higher in Portsoken ward than the rest of the City. Amongst City workers smoking levels are known to be higher than the general population due to the stressful nature of their jobs and the predominance of white males. A survey of City workers in 2012 reported that 24.7% of respondents were smokers, representing approximately 91,000 people. This was above the average for both London (17%) and England (20%).

Alcohol: NICE advises that alcohol consumption is associated with many chronic health problems including psychiatric, liver, neurological, gastrointestinal and cardiovascular conditions and several types of cancer. Alcohol is also linked to a number of social problems, including recorded crime assaults and domestic violence.

The 2016 City of London Health Profile shows that hospital admission for alcohol related harm are better (fewer) than the England average. The 2012 report 'insight into City drinkers' found that nationally around one in four people (24.2%) drink at increasing or higher risk levels. Amongst the sample of 740 City workers the figure was closer to one in two (47.6%).

Drugs: Being dependent on a drug can lead to physical illness, mental health problems, relationship problems and financial difficulties. The age profile and stressful nature of jobs puts City workers at higher risk of drug misuse. Rough sleepers in the City of London also have high needs relating to alcohol and drugs.

Sexual health: HIV prevalence in the City of London is the third highest of all London local authorities, (after Lambeth and Southwark) at 12.78 per 1,000 of the population age 15-59. This is much higher than the regional (5.85) and national (2.22) averages. Genitourinary Medicine (GUM) attendances by those recorded as City of London residents are amongst

the highest in London and the country, with over 2,100 attendances in 2015/16. There have been increases in diagnoses of Sexually Transmitted Infections in the City of London over the last five to six years for all of the five major STIs. It is likely that some of these attendances and STI diagnoses are attributable to City workers who are using a business postcode for extra anonymity when accessing sexual health services.

The transformation of sexual health services in London presents an opportunity to reduce costs and improve outcomes for users of sexual health services. A key strand of this transformation is the establishment of a new sexual health e-healthcare service that allows service users to order testing kits online and receive results by text message, email or post. The City of London has accepted a formal request from the leader of the London Sexual Health Transformation Programme, on behalf of the participating London boroughs, to take the Lead Authority role for this new service for London.

8.6.2 What we will achieve:

Our ambition is for partners to work together to reduce harmful behaviours amongst the resident, working and rough sleeper populations in the City of London with a reduction in the associated health inequalities, crime and disorder.

We intend for fewer people in the City of London to start smoking or become dependent on drugs and alcohol. We will help more people to quit smoking, leading to fewer people with smoking-related health conditions and fewer smoking-related hospital admissions.

We want to see a reduction in the number of City workers who smoke or are dependent on alcohol or drugs. Positive messages about the benefits of not smoking and reducing alcohol will be communicated by all Health and Wellbeing Board partners. Employers will be engaged to break the culture of risk taking behaviours amongst their employees.

8.6.3 What we will do:

Addressing alcohol and drug misuse, particularly among the working population is a challenging issue for the City of London. We will;

- Raise awareness of the harms caused by alcohol, promote lower risk drinking and encourage a healthy approach to alcohol
- Raise awareness of the harms caused by a poor diets and lack of physical activity, promote healthier lifestyles and encourage a healthy approach to food
- Implement smoke free policies across the estates of Health and Wellbeing Board member organisations
- Extend smoke free zones to more parks and public areas
- Identify and support prevention projects aimed at families and young people
- Support smokers to quit using the full range of new technologies available
- Work with Business Healthy to engage employers to break the culture of risk taking behaviours amongst their employees
- Participate in cross-borough activity to better understand use of illegal tobacco and reduce its supply

- Expand our prevention work with students in schools, including independent schools within the City boundaries and work more extensively with voluntary and community groups
- Work with our commissioned service to ensure workers with drug or alcohol issues are referred to services in their home boroughs
- Increase the number of women who are able to access Long Acting Reversible Contraception (LARC)
- Increase access to STI testing using new technologies
- Support Rough Sleepers to engage with appropriate services to deal with drug and alcohol issues.

9 Delivering the strategy

We are committed to achieving our aims for health and wellbeing in the City over the next three years. We will focus on strong partnership working to join up health and social care, evidence-based commissioning to deliver effective services. We will also ensure we listen to the views of service users to ensure that they are being supported to achieve the best outcomes.

The strategy will be supported by a delivery plan and accompanying indicators that will be refreshed annually. This will be governed by the City of London Health and Wellbeing Board, who will measure and monitor progress. Progress on the indicators will be brought to the Health and Wellbeing Board every six months.

9.1 The Role of the Health and Wellbeing Board

To support the delivery of the priorities the Health and Wellbeing Board will:

- Bring partners together to ensure more joined up working, leading to improved access and better outcomes for residents
- Ensure the skills needed to identify, refer and support people with mental health needs are embedded in Board members organisations and across the health and care system
- Monitor and hold to account partners across the health and wellbeing system for improvements in timely access to effective help and support, with a focus on recovery
- Use its influence to advocate change in the perception, understanding and response to mental health conditions, addressing stigma and discrimination
- Lead and champion these changes, identifying new ways and opportunities to drive positive changes in outcomes and experience across partner organisations, with a key focus on addressing inequalities
- Champion early identification of those who are affected by drug and alcohol problems, by connecting people to the right support at the right time
- Lead by example of a major employer in the City of London by providing a healthy environment for staff.

- Actively engage businesses and other organisations in the City to become healthy employers
- Engage senior leaders across the health and social care system and champion the importance of early help and support during the start of a child's life and its contribution to outcomes later in life
- Agree Better Care Fund Plans and monitor their impact
- Consider any plans for integration which could potentially impact on City residents to ensure that their needs are met
- Consider the integration of health and social care services in their assurance of other plans and strategies.

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Suicide Prevention Action Plan City of London

A joint document between City of London Corporation & City of London
Police

DRAFT

2017-2020

1 Introduction

- 1.1 Suicide is one of the top twenty leading causes of death for all ages worldwide. Suicide is a significant social inequality and public health issue, with more than 6,000 people across the United Kingdom and Republic of Ireland taking their own lives each year. Tens of thousands more attempt suicide each year.
- 1.2 Nationally, the overall trend has seen a decrease in suicide rates over the last decade however the female suicide rate is increasing. For every person who dies, between six and 60 are thought to be directly affected. The impact of suicides has a long lasting effect on individuals, families and communities, and it is important that all those affected by suicide are offered appropriate support. Self-harm is also a growing public health concern and some self-harming behaviours may be considered suicide attempts.
- 1.3 It is important to recognise that suicides are not inevitable and the way people are supported, particularly in times of crisis, can prevent suicides and suicide attempts. Key public sector services can have an impact on building individual and community resilience, which will have a positive impact on vulnerable groups.
- 1.4 The City of London (the City) is a unique area. It has the highest daytime population of any local authority area in the UK, with hundreds of thousands of workers, residents, students and visitors packed into just over a square mile of densely developed space.
- 1.5 The City has three population groups who are potentially at risk of suicide: residents who live in the City; those who work in the City; and those who travel to the City with the intention of committing suicide from a City site, but have no specific connection to the City (neighbouring boroughs which also have high buildings and bridges, for example, Westminster, may be experiencing similar issues).
- 1.6 This document recognises suicide prevention in the wider context of mental health. It sets out actions focused on achieving our overarching aim to reduce the number of people who attempt suicide in the City and how we can work with our partners to support people when they find themselves in a situation which may leave them wanting to take their own lives.
- 1.7 This document has been developed as a joint document between the City of London Corporation and the City of London Police. Suicide prevention is recognised as a public health led initiative within the City Corporation, however much of the frontline response to suicide is delivered by the Police. This joint strategy will improve our strategic response to suicide prevention in the City.

2 Background

National context

- 2.1 Following the transfer of public health from the NHS into local government in April 2013 suicide prevention became a local authority led initiative involving close collaboration with the Police, clinical commissioning groups (CCGs), NHS England, coroners and the voluntary sector.
- 2.2 In 2012 the Government published 'Preventing Suicide in England: A Cross Government Outcomes Strategy to Save Lives'¹. This National Suicide Prevention Strategy (NSPS) focuses on six key areas for action on which this action plan bases its own priorities:
- 1) reduce the risk of suicide in key high-risk groups
 - 2) tailor approaches to improve mental health in specific groups
 - 3) reduce access to the means of suicide
 - 4) provide better information and support to those bereaved or affected by suicide
 - 5) support the media in delivering sensitive approaches to suicide and suicidal behaviour
 - 6) support research, data collection and monitoring.
- 2.3 In January 2014 the 'Preventing Suicide by the Government in England 'One year on' report was published which called on local authorities to:
- develop a suicide prevention action plan
 - monitor data, trends and hot spots
 - engage with local media
 - work with transport map hot spots
 - work on local priorities to improve mental health.
- 2.4 In February 2017 the Local Government Association published 'Suicide Prevention: A guide for local authorities' which praises the progress made so far in reducing the national rate but asks for more emphasis on self-harm prevention and greater collaboration with schools and colleges.

Local Context

- 2.5 The City Corporation's Health and Wellbeing Board is responsible for improving health and wellbeing, tackling inequalities in health and ensuring that health and care services are better integrated. Since the last Suicide Prevention Action Plan the Health and Wellbeing Board has published a new Joint Health and Wellbeing Strategy. The Strategy covers 2017-2020 and identifies good mental health for all as a key priority for City residents, workers and rough sleepers. The City of London has also published its Mental Health Strategy and associated action plan which outlines the aim to

improve the mental health of people in the City, keep people well and make sure we provide effective support when mental health problems do arise.

- 2.6 The Vulnerability Steering Group (VSG) seeks to ensure that there is effective coordination and delivery of services by the City of London Police and ensures effective safeguarding measures are in place to protect vulnerable people from harm. The VSG works closely with partner agencies, including other forces, neighbouring boroughs and the City of London Corporation. Vulnerable Persons is one of the City of London Police's priorities set within the force's strategic assessment. Mental health and suicide are areas identified for focus within this priority. The VSG is responsible for providing strategic leadership and direction to improve the force's response to identifying, protecting and supporting those who are vulnerable and at the greatest risk of harm.
- 2.7 The City and Hackney Public Health Team conducted a suicide audit in 2014 looking at suicides in residents from 2009 to 2013. A recommendation from the audit involved the development of a local suicide prevention action plan. This document aims to address this recommendation as well as build upon the key areas highlighted by the government taking into account all those at risk.
- 2.8 The City of London Police have developed Standard Operating Procedures for suicide prevention outlining their proposed approach to threats, attempts and completed acts of suicide. This document is due to be reviewed in September 2017.

Progress since the last action plan

- 2.9 This is the second City of London Suicide Prevention Action Plan following the first which covered the period 2016-2017. The Suicide Prevention Working Group was set up in July 2015 to develop and oversee the implementation of the action plan. This group was established to develop a whole system approach to suicide prevention which is both meaningful and achievable. There is representation in the group from the City of London Police, the City of London Corporation, The East London Foundation Trust, the Clinical Commissioning Group and the London Samaritans and is chaired by a Consultant in Public Health and coordinated and supported by public health staff.
- 2.10 Of the 29 actions outlined in the initial action plan 24 have been completed and good progress has been made on a further three with two actions left outstanding. Refreshing the strategy will maintain momentum; continue the collaborative working of the current action plan and keep up to date with national guidance.
- 2.11 One main action from the initial action plan has been 'The Bridge Pilot'. A joint initiative between the City Corporation, the City of London Police and the Samaritans which began in April 2016 and aims to reduce the number of suicides attempted from

London Bridge. Six signs with the Samaritans free phone number have been placed on London Bridge. A training package has been developed and delivered to frontline staff, members of the public and City businesses with the help of East London Foundation Trust and City and Hackney Mind. In addition a leaflet has been developed to accompany the training. The outcomes will be evaluated in 2017.

- 2.12 The City of London Police have set up and coordinated the Bridges Working Group which has brought together all key partners involved in reducing suicide from all of the bridges in the City.

Key trends in City of London Suicide data

- 2.13 While it is relatively straightforward to collect data about residents, the other two groups which represent the majority of incidents, are harder to collect data on and as a result there has previously been a lack of data on non-resident suicides.
- 2.14 Data from the City of London Coroner found that in the five years between 2009 and 2014 there were 34 suicides in the City of London. Of these, 23 were beyond reasonable doubt and the cause of death was recorded as suicide. The other 11 were open verdicts but included by the Coroner in his report because it is likely they were suicides. Only seven of these suicides were residents of the City of London.
- 2.15 It is well known that young men are the most at risk group of suicide in the developed world. Nationally men are three times more likely to commit suicide than women. This is reflected in the City of London where 73.5 per cent of suicides were men between 2009 and 2014. 70 per cent of people who committed suicide in the City of London were aged between 25 and 54.
- 2.16 The most common method of committing suicide in the City of London is drowning in the Thames (32 per cent), followed by falling from a height (26 per cent). Nationally hanging is the most common method in both men and women. This inconsistency with national data is likely to be because the structures (tall buildings and bridges crossing the River Thames) in the City provide the means to commit suicide.
- 2.17 Additionally 68 per cent of those who committed suicide in the City of London between 2009 and 2014 were single and just 18 per cent were married.
- 2.18 The City of London Police has created a profile of those who have attempted and completed suicide in the City of London since October 2015. Between October 2015 and October 2016 the headlines from this report show that:
- there were 153 suicide attempts in the City in this time (including some completed suicides)
 - 58% of suicides and suicide attempts in were male.

- very small numbers of those who attempted suicide were residents or workers in the City.
- the majority of incidents happen between 1500 and 2300 hours and Wednesday is the more common day for an incident to occur followed by Thursday, Fridays and Saturdays.
- incidents are much more common in the summer (from May to August).

Mental health needs in the City of London

- 2.19 The Mental Health Needs Assessment for the City of London (2015) pulls together data from a range of sources to describe the mental health needs of the different population groups in the City. It is important to note that the needs assessment looks at residents, workers and rough sleepers in the City, but we do not have the same information for those who travel into the City from other local authorities.
- 2.20 The City of London has a diverse range of ethnicities and religious faiths. The relationship between ethnicity and mental health is complex with well-documented inequalities at a national and local level. It is also important to understand the beliefs of local residents to ensure health services are commensurate with beliefs, accessible and deliver best outcomes for all.
- 2.21 There are also strong contrasts in levels of deprivation amongst the residential areas, with some areas experiencing unemployment and overcrowding. Higher rates of psychiatric admissions and suicides tend to be seen in areas of high deprivation and unemployment and there are strong associations between poor housing and mental health problems.
- 2.22 The City's children mainly live in dense pockets of housing with some areas of high levels of deprivation. Additional risk factors may include living in a low income family, having special educational needs, being in local authority care and having poor physical health or a physical disability, which can increase the risk of mental health issues.
- 2.23 High levels of depression are currently seen in the residential wards of Cripplegate and Portsoken. By 2026 there is expected to be a further 17 per cent increase.
- 2.24 The increasing number of older people in the City, particularly those living alone, is likely to result in increased social isolation and depression. People with long-term conditions are two to three times more likely to experience mental health problems. Carers are also particularly vulnerable to mental health problems.
- 2.25 The City of London has a very high number of rough sleepers, on average 20 to 25 people sleep on the streets of the City of London every night. The vast majority are male. A third to half of homeless people sleeping rough have mental health problems.
- 2.26 Around 450,000 people work in the Square Mile, City workers are mainly aged between 20 and 50 and the majority are men. For many City workers the high

pressure, competitive nature and long working hours of City roles may also trigger stress and mental health issues including anxiety, depression and risk-taking behaviours. Previously, periods of severe economic problems and job instability have had an adverse effect on the mental health of the worker population.

3 Areas for action

3.1 The priority areas below are built around the key areas for action from the NSPS and the recommendations have been tailored to address our local needs.

1) *Reduce the risk of suicide in key high risk groups*

3.2 At a national level, the following groups have been identified as at higher risk for suicide:

- young and middle-aged men
- people in the care of mental health services, including in-patients
- people with a history of self-harm
- people in contact with the criminal justice system
- specific occupational groups e.g. doctors, nurses, veterinary workers, farmers and agricultural workers.

3.3 Nationally, suicide is most common in adult men. Analysis of suicides in the City by the coroner showed that 70 per cent of all suicides occurred in those aged 25 to 54 and nearly three quarters of cases were men. The City has a male-dominant workforce and a younger age profile (20 to 50 years old), so fit this at-risk group. There are also a higher than average proportion of male City of London residents in this age group.

3.4 There are many factors which make men more susceptible to suicide including a reluctance to seek help and cultural expectations that they are strong which can make them more vulnerable to psychological factors such as humiliation and impulsiveness. We know men are more likely to choose more dangerous methods of self-harm, meaning a suicide attempt is more likely to result in death. The Government's "Preventing suicide in England: Two years on"ⁱⁱ report highlights the need to provide services appropriate for men in settings other than the traditional health settings. The action table at the end of this document includes recommendations to reduce the risk of suicide in young and middle-aged men.

2) *Tailor approaches to improve mental health in specific groups*

3.5 Nationally the following groups have been identified as vulnerable to suicide:

- children and young people, including those that are vulnerable such as looked after children, caregivers and children and young people in the Youth Justice System
- survivors of abuse or violence, including sexual abuse

- veterans
- people living with long-term physical health conditions
- people with untreated depression
- people who are especially vulnerable due to social and economic circumstances
- people who misuse drugs or alcohol
- lesbian, gay, bisexual and transgender people
- Black, Asian and minority ethnic groups and asylum seekers.

3.6 Recommendations from the City and Hackney Suicide Audit included increased education and awareness in schools about self-harm as well as increased service provider training e.g. for GPs and teachers on how to deal with self-harm in children. There are 1,090 resident children aged 0-17 in the City of London (ONS, 2015). The City of London has one maintained primary school and sponsors three secondary academies and one primary academy in neighbouring boroughs. It is also the proprietor of three independent schools. It is thought that around 13 per cent of young people may try to self-harm at some point between the ages of 11 and 16, but the actual figure could be much higher. In 2014, national figures were published suggesting a 70 per cent increase in 10-14 years olds attending A&E for self-harm related reasons over the preceding 2 years. The action table at the end of this document focuses on recommendations to improve mental health in children and young people.

3) Reduce access to the means of suicide

3.7 According to evidence the suicide methods most amenable to intervention are:

- hanging and strangulation in psychiatric inpatient and criminal justice settings
- self-poisoning
- those at high risk locations
- those on rail and underground networks

3.8 The City's location and distinctive infrastructure including the high rise buildings, rail and underground networks and the River Thames provide different means for suicide.

3.9 In the data obtained from the City of London Coroner we found that between 2009 and 2014 the most common methods of suicide were as a result of drowning or falling from height. A pilot project is currently being introduced to reduce suicides on London Bridge. The action table at the end of this document includes recommendations to target high-risk locations and railways.

4) Provide better information and support to those bereaved or affected by suicide

3.10 The NSPS emphasises the need to respond in an effective and timely manner to those bereaved or affected by suicides. Public Health England is a partner in the Suicide

Bereavement Support Partnership, which is the national hub for organisations and individuals working across the UK to support people who have been bereaved or affected by suicide. They have produced 'Help is at Hand', a resource providing both practical information and emotional support for those who are experiencing bereavement resulting from suicide.

5) Support the media in delivering sensitive approaches to suicide and suicidal behaviour.

- 3.11 The Samaritans have produced [advisory media guidelines](#) which provide practical recommendations for reporting suicide across all media. The guidelines aim to prevent any copycat behaviour. Coverage of suicide can have a positive effect by encouraging people to seek help. Sensitive coverage can also help reduce the taboo around talking about suicidal feelings as well as challenging stigma.
- 3.12 The NSPS suggests two key methods of supporting the media in delivering sensitive approaches to suicide and suicidal behaviour:
- promoting the responsible reporting and portrayal of suicide and suicidal behaviour in the media
 - continuing to support the internet industry to remove content that encourages suicide and to provide ready access to suicide prevention service.

6) Support research, data collection and monitoring

- 3.13 The NSPS has three recommendations to support research, data collection and monitoring:
- build on the existing research evidence and other relevant sources of data on suicide and suicide prevention
 - expand and improve the systematic collection of and access to data on suicides
 - monitor progress against the objectives of the NSPS.
- 3.14 City and Hackney completed a suicide audit based on mortality data for City and Hackney residents from the Office for National Statistics and Public Health Knowledge and Data Gateway. Furthermore, data for suicides in the City of London was collected from the Coroner directly.
- 3.15 The City of London Police can also provide data on attempted suicide by analysing Section 136 data. The Police can use section 136 of the Mental Health Act to take a person to a place of safety when they are in a public place. They can do this if they think a person has a mental illness and is in need of care.

4 Action table

- 4.1 The action plan below is built around the key areas for action as described in the NSPS, which have been tailored to address the need in the City of London.

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Name	Suicide Prevention Action Plan		
Duration:	2017-2020		
Relevant strategies:	Mental Health Strategy		
Board responsible for monitoring plan:	Health and Wellbeing Board		
Owner:	Nicole Klynman/Poppy Middlemiss		
Implementation date:	June 2017	Review date:	June 2018

Priority:	Reduce the Risk of Suicide in Key high risk groups				
Objective (if applicable):	To reduce the risk of suicide for young and middle-aged men and women				
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
1.1	Promote the training of frontline staff in organisations including the City of London Police, the Metropolitan Police and staff who work near at risk locations in mental health first aid to help them engage men and women in conversations about <ul style="list-style-type: none"> - Wellbeing and mental health - Accessing appropriate information/self-help support 	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> • Number of frontline staff trained • Training material • Promotion of training • Examples where training has been used to good effect 	Public health
1.2	Promote and provide information, training and supporting resources to City employees through Business Healthy member organisations including Small to Medium Enterprises. for SMEs	June 2017	Ongoing (annual Updates)	<ul style="list-style-type: none"> • Information relevant to suicide on the Business Healthy resource pages • Number of Business Healthy members 	Public health Business Healthy
1.3	Support City of London businesses to achieve the London Healthy Workplace Charter award and also to comply with HSE Stress	June 2017	Ongoing (annual	<ul style="list-style-type: none"> • Number of businesses which have achieved the 	CoL Port health and public protection

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Priority:		Reduce the Risk of Suicide in Key high risk groups			
Objective (if applicable):		To reduce the risk of suicide for young and middle-aged men and women			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	Management Standards and NICE Guidance		updates)	London Healthy Workplace Charter	Business Healthy
1.4	Promote 24/7 crisis hotlines with a marketing campaign targeting primarily resident and City worker males (using Kent's Release the Pressure campaign).	June 2017	Initial 4 week push then ongoing (update to HWBB September 2017)	<ul style="list-style-type: none"> • Tube/rail and digital adverts (June – 17th July) • Number of clicks onto website • Follow up survey (September 2017) 	Public Health
1.5	Train barbers in the City of London to talk to men about emotional health/the Release the Pressure campaign/five to thrive.	June 2017	Ongoing (6 month updates)	<ul style="list-style-type: none"> • Number of barbers who undertake training • Feedback from barbers on how this is perceived and used • Exposure of campaign 	Public Health CCG
1.6	Provide suicide prevention training to primary care professionals	June 2017	December 2017	<ul style="list-style-type: none"> • Number of practice nurses who have had mental health training 	CGG
1.7	Implement the 'Street Triage Pilot'. Advanced Mental Health Practitioner to accompany the City of London Police on callouts at peak times.	May 2017	December 2017	<ul style="list-style-type: none"> • Evaluation of the 'Street Triage Pilot' 	ELFT City of London Police
1.8	Street Pastors to be positioned at high risk locations in the City at high risk times.	June 2017	To begin by June 2018 and ongoing	<ul style="list-style-type: none"> • Street Pastors regularly patrolling the City. 	City of London Police

NOT PROTECTIVELY MARKED

NOT PROTECTIVELY MARKED

Priority:		Reduce the Risk of Suicide in Key high risk groups			
Objective (if applicable):		To reduce the risk of suicide for young and middle-aged men and women			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
1.9	City of London Corporation commissioned services to promote suicide awareness campaign where appropriate	June 2017	To be on website by September 2017 and ongoing	<ul style="list-style-type: none"> Add 'Suicide awareness / prevention' component to Stress and the workplace section of drug and alcohol talks delivered to City businesses. 	WDP Square Mile Health

Priority:		Tailor approaches to improve mental health in specific groups			
Objective (if applicable):		Tailor approaches to improving the mental health of children and young people in the City of London			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
2.1	Provide training to increase knowledge of children and young people's emotional health, self-harm and suicide risk awareness amongst practitioners across a range of settings, in particular <ul style="list-style-type: none"> school nurses teachers clinicians social Workers police probation staff school staff community workers. 	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Number of practitioners to have been offered mental health first aid training Number of practitioner to have taken up mental health first aid training 	Public health

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2.2	Improve mental health among specific groups through the implementation of the Mental Health Strategy	April 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Annual progress of the mental health action plan. 	Public Health
2.3	Identify and support children/young people/vulnerable families where children are at risk of emotional and behavioural problems	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Every Looked After Child who needs it has a suicide prevention plan. 	City of London Children's Social Care CHCSB
2.4	Help parents to feel competent in protecting their children from harmful suicide-related content online by raising awareness of e-safety education on good practice in creating a safer online environment for children and young people (as compiled by UK Council for Child Internet Safety (UKCCIS))	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> E-training module for parents to be disseminated to schools. 	CHCSB
2.5	Migrant mental health – Ensure there are services to support migrants and undocumented individuals to access mental health services, particularly Care Leavers.	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Enhanced mental health service commissioned for Looked After Children and Care Leavers 	City of London Children's Social Care
2.6	Social Prescribing – encourage adopting of the Five to Thrive principles to enhance wellbeing, reduce social isolation, provide peer support , reduce depression and build resilience	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Promotion of CCG lead five to thrive campaign 	CCG
2.7	Adapt the Public Health England document ' Identifying and responding to Suicide Clusters and Contagion' so shapes a local response.	June 2017	June 2018	<ul style="list-style-type: none"> Document produced 	CHCSB
2.8	Commission suicide prevention training specific to raising awareness of the risks to children and young people	June 2017	June 2018	<ul style="list-style-type: none"> Deliver 2 courses in the City of London 	Public Health

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Priority:		Reduce access to the mean of suicide			
Objective (if applicable):		Reduce the opportunities people have to commit suicide in the City of London			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.1	Include suicide risk in health and safety considerations by local authority planning departments and Environmental Health Officers and developers	June 2017	January 2019	<ul style="list-style-type: none"> Suicide considerations in standard risk assessment/health and safety tick box template. Suicide considered in Health Impact Assessments 	CoL Planning and Port Health and public protection
3.2	Evaluate 'The London Bridge Pilot' to reduce suicide and attempted suicide at this location	April 2017	September 2017	<ul style="list-style-type: none"> Evaluation to Health and Wellbeing Board 	Public Health
3.3	Work with the Samaritans, East London Foundation Trust (ELFT) and City and Hackney Mind to develop a sustainable model of suicide prevention developed as part of the Bridge Pilot to City of London Workers	April 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Number of people trained Examples where training has been used to good effect 	Public Health CoLP
3.4	Engage with Transport For London, the British Transport Police and network rail to identify opportunities for further prevention of suicide at their locations	June 2017	Ongoing	<ul style="list-style-type: none"> Relationship to be built between City of London public health and TFL/BTP/network rail 	Public Health
3.5	Replace the signage on the lifebuoys on the City of London Bridges to contain the message 'dial 999 and ask for the Coastguard'	June 2017	December 2017	<ul style="list-style-type: none"> New signs on bridges 	RNLI City of London Built environment
3.6	Put RNLI signs on embankments to contain the message 'dial 999 and ask for the Coastguard'.	June 2017	June 2018	<ul style="list-style-type: none"> Signs on embankment 	RNLI Public health
3.7	Put cameras on City of London Bridges to allow fast identification of which Bridge a person is on if they call, with monitoring at high risk times.	June 2017	December 2017	<ul style="list-style-type: none"> Cameras on bridges 	One Safe City)

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Priority:		Reduce access to the mean of suicide			
Objective (if applicable):		Reduce the opportunities people have to commit suicide in the City of London			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.8	Work with the London Borough of Tower Hamlets and the London Borough of Southwark to get permission to place Samaritans signs on Tower and Southwark Bridges	April 2017	April 2018	<ul style="list-style-type: none"> Signs on Tower and Southwark bridges. 	Public health

Priority:		Provide better information and support to those bereaved or affected by suicide			
Objective (if applicable):		Those who are bereaved or affected by suicide to feel informed and supported throughout their experience			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
4.1	Provide training and resources for primary care staff to raise awareness of the vulnerability and support needs of family members when someone takes their own life	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Number of primary care staff who have received training 	CCG City of London Coroner
4.2	Offer those bereaved as a result of suicide with a Family Liaison Officer (FLO) until the end of inquest	June 2017	Ongoing (annual update)	<ul style="list-style-type: none"> Number of people offered FLO Number of people who take up offer of FLO 	CoLP
4.3	Provide bereaved families with an explanation of policies on investigation of patient suicides, opportunity to be involved and information on any actions taken as a result. Refer families to City of London bereavement services web pages	June 2017	Ongoing (annual update)	<ul style="list-style-type: none"> Proportion of families who are referred to bereavement services 	CoLP
4.4	Engage city businesses to identify best practice regarding the mental health of its employees and promote it – particularly to those that have already experienced a suicide in their workforce.	June 2017	Ongoing	<ul style="list-style-type: none"> Follow up with businesses who have undergone training Promote the suicide 	CoL Health and Safety Business Healthy

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Priority:		Provide better information and support to those bereaved or affected by suicide			
Objective (if applicable):		Those who are bereaved or affected by suicide to feel informed and supported throughout their experience			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
				prevention agenda within City business groupings such as the City Mental Health Alliance and "This Is Me – In the City" (Lord Mayor's Appeal)	
4.5	Risks to be assessed by the City Corporations Health and Safety Team following on from any suicides in the workplace and any preventative /remedial measures are identified for action	June 2017	Ongoing (annual update)	<ul style="list-style-type: none"> Number of risk assessments undertaken by the CoL Health and Safety team following suicides in City of London businesses 	CoL Health and Safety
4.6	Promote Public Health England 'Help Is At Hand' document to key partners and make available in City libraries	June 2017	July 2017	<ul style="list-style-type: none"> Help is at hand document readily available in libraries. 	Public Health
4.7	Provide accessible, concise information on the processes and standards in a Coroner's inquiry to family members	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Number of families given information 	The Coroner

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Priority:		Support the media in delivering sensitive approaches to suicide and suicidal behaviour			
Objective (if applicable):		The media to report on suicide and suicide behaviour sensitively, taking into account guidance and support from other stakeholders.			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
5.1	Ensure that local/regional newspapers and other media outlets: <ul style="list-style-type: none"> • provide information about sources of support and helplines when reporting suicide • avoid insensitive and inappropriate graphic illustrations with media reports of suicide • avoid use of photographs taken from social networking sites without relative consent • avoid the re-publication of photographs of people who have died by suicide • report appropriately where there is evidence of a cluster 	June 2017	June 2020	<ul style="list-style-type: none"> • All suicides reported on in a sensitive and appropriate way 	City of London Corporation and CoLP media Teams
5.2	Share the 'Samaritans' Media Guidelines for Reporting Suicide with City Corporation, City Police and NHS media teams and ensure that they are aware of the sensitive nature of suicides	June 2017	June 2020	<ul style="list-style-type: none"> • Number of organisations aware of the Samaritans media guidelines 	The Samaritans
5.3	Challenge, where possible, the publication of harmful or inappropriate material with reference to the updated laws on promoting suicide	June 2017	June 2020	<ul style="list-style-type: none"> • Evidence of challenge of harmful or inappropriate material 	City of London Corporation
5.4	Promote Business in the Community's "suicide post-vention toolkit for employers" to the Business Healthy network	June 2017	June 2020	<ul style="list-style-type: none"> • Posts on the Business Healthy website/ newsletter/ social media (World Suicide Prevention day - 10 September 2017) • Include as a resource in training packs 	Business Healthy Public Health

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Priority:	Support research, data collection and monitoring				
Objective (if applicable):	A comprehensive database of suicide in the City of London to be built				
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
6.1	Share local, national and international data and research on suicide prevention and effective interventions, and identify gaps in current knowledge	June 2017	Ongoing (annual updates)	<ul style="list-style-type: none"> Shared with relevant partners 	Public Health
6.2	Develop the mechanisms for evaluating local suicide prevention work	June 2017	October 2017	<ul style="list-style-type: none"> Evaluation of 'the Bridge Pilot' 	Public Health
6.3	Work with the local Coroner in order to aid accurate data collection and aid the development of targeted suicide prevention strategies	June 2017	Ongoing	<ul style="list-style-type: none"> Joined up working and information sharing between the coroner and public health 	Public Health Port Health and Public Protection
6.4	Routinely collect data on attempted suicide in the City from Section 136 booklets	June 2017	Ongoing	<ul style="list-style-type: none"> S136 data to be collected by the City of London Police and shared with public health 	City of London Police
6.5	Develop an overarching data sharing agreement to allow the sharing of personal level suicide data between partners including the London Ambulance Service, British Transport Police, City of London Police and the City Corporation.	June 2017	December 2017	<ul style="list-style-type: none"> Data sharing agreement in place and signed by all partners 	Safer City Partnership

ⁱ Department of Health, Preventing Suicide in England: A Cross Government Outcomes Strategy to Save Lives, 2012

ⁱⁱ Department of Health, Preventing suicide in England: Two years on, Second annual report on the cross-government outcomes strategy to save lives, 2015

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Committee(s): Police- For information	Date: 13 th July 2017
Subject: City of London Police Risk Register Update	Public
Report of: Commissioner of Police Pol xx-17	For Information
Report author: Paul Adams, Head of Governance and Assurance Strategic Development	

Summary

The Force Strategic Risk Register has been reviewed as part of the quarterly assurance process maintained within the Force. The last risk & business continuity meeting was held on the 16th March with the follow-up meeting with the Police Committee risk lead on the 19th April. There is a further quarterly risk meeting due on the 6th July, so the position on some of the risks may have been updated. A verbal update will be given where appropriate. Below are the notable highlights of the Force risk profile which has been refreshed for the new business year to reflect implementation of the new Force STRA process.

Red Graded Risks

At the time of writing the following risks are scored red within the risk register:

- 1) **SR 03: Replacement of Airwaves (ESCMP):** A preferred supplier has been awarded for the programme, Lot 1, 2 & 3. The programme was originally expected to begin transition in Dec 2017, this has slipped considerably and it is now anticipated that the London region will not begin transition until January 2019 at the earliest. This timeline could slip further depending on variances within the national programme but as yet this has not been confirmed.

The estimated budget for this programme for the Force is estimated at £9M, and as yet the Force budget position is uncertain, with significant shortfalls in resources currently allocated.

Recruitment of internal SMEs to facilitate delivery has proved challenging. As a result there is a risk that no project team members will be available to ensure the Force achieves "Police Mobilisation". This position is where a Force is ready to begin transition.

- 2) **SR 08: Crime/Business Data Accuracy:** Work has been undertaken to ensure reliability of Business Objects. FIB has begun training multiple staff in its use as the member of staff who previously created reports left the Force in May 2017. Resilience in report generation will be provided once training is complete and FIB can generate reports in a consistent manner following the rebuilding of the report structure.

- 3) **SR 09: Casualty Bureau Activation:** The Casualty Bureau has now deployed 4 times since 22nd March, the risk still remains and is actually more critical now. For example, during the Grenfell tower incident the CoLP and 12 other forces provided mutual aid for 2 weeks continuously to assist MPS in this process.

The resilience is low and therefore we have relied on a very small cadre of staff in CoLP to provide this assistance (for example, 1 member of staff has worked 3.3 times their weekly hours in the space of 1.3 weeks to cover the requirement).

Training has further been cancelled due to Casualty Bureau deployments and now with Niche training (the new crime and intelligence system), the opportunity to train has been reduced.

Amber Graded Risks

There are 9 Amber risks currently listed in the register.

Details of these risks are listed within the main body of this report which contains the position of the risks assessed on 30th June 2017.

Recommendation(s)

It is recommended that Members note the content of this report.

Main Report

BACKGROUND

1. The Force Strategic Risk Register remains monitored on a quarterly basis by the Force risk & business continuity group.
2. This report sets out the position of the Force Strategic Risk Register following the risk & business continuity group held on the 16th March 2017. The risk register has been amended and updated following this meeting and reflects the refreshed risk profile which has been produced to align the Force risk register with the STRA process. A further quarterly risk meeting is being held on the 6th July so the position with some of risks may have changed and a verbal update will be given as appropriate.

CURRENT POSITION

3. In accordance with the City of London Corporation's responsibilities as a police authority, it is appropriate that your Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force. We therefore present the current position of our risk register for Committee to note. The lead member for risk is briefed after each quarterly risk assurance meeting.

4. The Force risk & business continuity group provides a forum for the Assistant Commissioner to actively question risk assumptions contained within all risk registers that are maintained in Force and allow Directorate Commanders and Service Heads to collectively assess their risks and control measures. This aims to provide a top-down and bottom-up approach to the management of risk. This process is reviewed each year and refined where appropriate to ensure it remains fit for purpose and provides sound oversight to the risk process. The assurance meetings have taken place on a quarterly basis since the 3rd May 2011.
5. The Strategic Risk Register continues to be supported by a cascade of Directorate risk registers that are maintained and reviewed by Director Commanders and Service Heads in support of the delivery of their portfolio business plans. Significant risks from Directorate Commanders and Service Heads that they define as unmanageable by them alone, are also discussed at the risk & business continuity group to add information, where appropriate, to the Force risk profile.
6. 2016/17 saw the Force adopt a new Strategic Threat and Risk Assessment (STRA) process for assessing operational demand and responding to threat/harm/risk facing the City. As a result the Force risk register has been reviewed so that it will capture organisational and STRA risks and link the management of risk to the STRA process.
7. At this time, the organisational risks have been captured and the STRA risks are being defined in line with the review process which will complete in July 2017. This will see STRA risks identified in the following areas:
 - Counter Terrorism
 - Cyber Attack
 - Fraud
 - Vulnerable People
 - Violent Crime
 - Roads Policing
 - Public Order & Protective Security
 - Acquisitive Crime
8. The next meeting of the Force risk & business continuity group takes place on 6th July; due to paper submission timescales any discussions and updates from this meeting do not feature in this paper. If there are significant changes to the Force risk profile as a result of any information presented at this meeting a verbal update will be given to Members.
9. The position of the Force risks as at 30th June 2017 is detailed below:

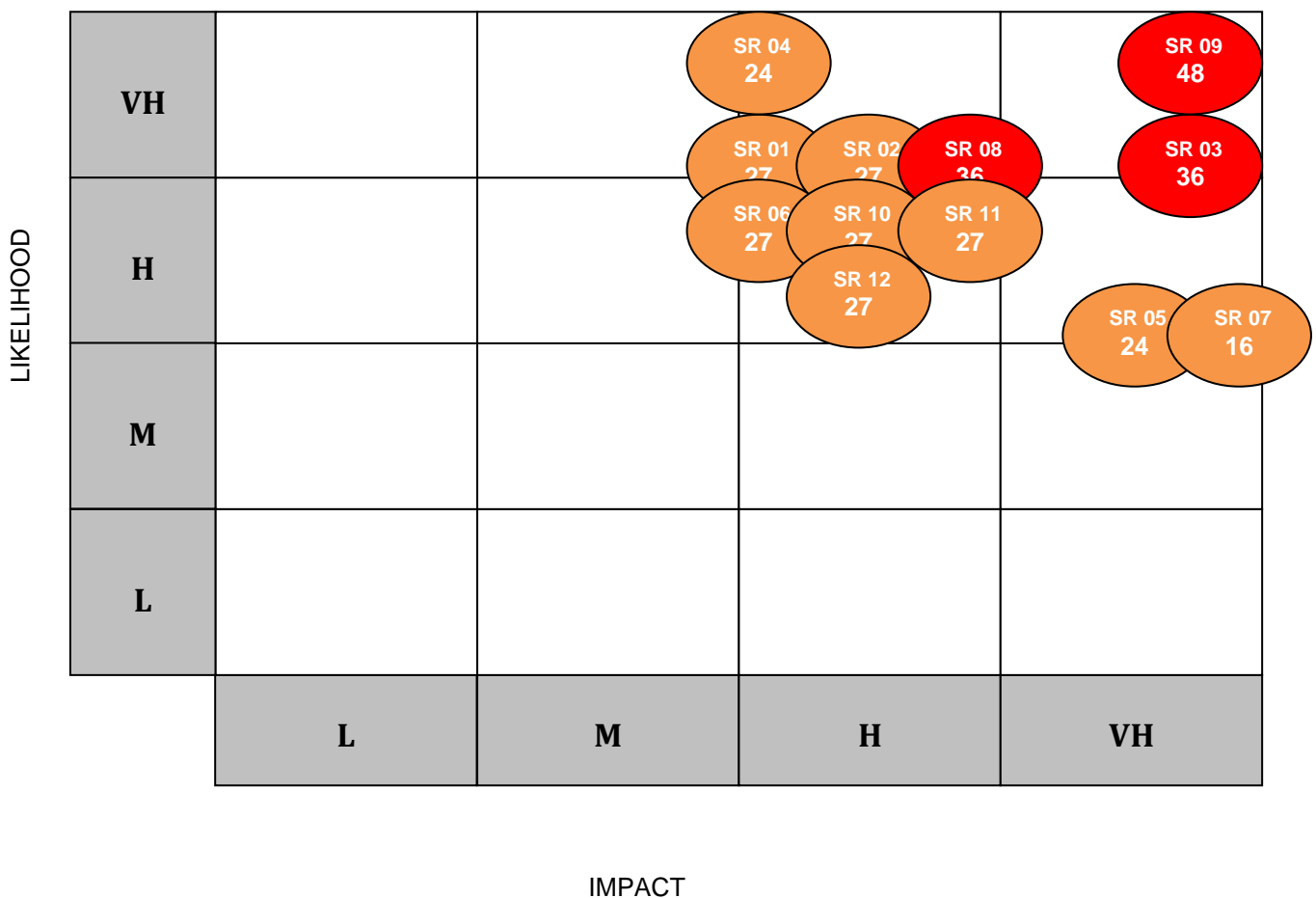
FORCE STRATEGIC RISK PROFILE SUMMARY

RISK SUMMARY		Previous				Current				Trend			Control Colour
Ref	Description	I	L	C	RM	I	L	C	RM	I	L	C	
SR 01	Future Demand Verses Capability/Resources	-	-	-	-	H	H	3	27	-	-	-	AMBER

SR 02	Financial Constraints	-	-	-	-	H	H	3	27	-	-	-	AMBER
SR 03	Replacement of Airwaves (ESCMP)	VH	M	2	16	VH	H	3	36	➔	⬆	⬆	RED
SR 04	Estate Upgrade	-	-	-	-	H	VH	2	24	-	-	-	AMBER
SR 05	Suitability/Upgrade of IT Infrastructure	-	-	-	-	VH	M	3	24	-	-	-	AMBER
SR 06	Implementation of Force Change Programmes	-	-	-	-	H	H	3	27	-	-	-	AMBER
SR 07	Fulfilment of National Lead Force Responsibilities	-	-	-	-	VH	M	2	16	-	-	-	AMBER
SR 08	Crime/Business Data Accuracy	-	-	-	-	H	H	4	36	-	-	-	RED
SR 09	Casualty Bureau Activation	VH	VH	3	48	VH	VH	3	48	➔	➔	➔	RED
SR 10	Failure of ASC System	H	H	3	27	H	H	3	27	➔	➔	➔	AMBER
SR 11	Failure of Force CAD Machines	H	H	3	27	H	H	3	27	➔	➔	➔	AMBER
SR 12	Failure of Force CCTV Network	H	H	3	27	H	H	3	27	➔	➔	➔	AMBER

Key: I: Impact. L: Likelihood. C: Control. RM: Risk Matrix Score (Full criteria contained within Appendix A)

CONTROL ASSESSMENT JUNE 2017



10. The Force risk & business continuity group discussed the risk profile in detail at their last meeting, details of the existing risks are provided below for reference:

Red Graded Risks

11. At this time the following risks are scored red within the risk register:

- **SR 03: Replacement of Airwaves (ESCMP):** A preferred supplier has been awarded for the programme, Lot 1, 2 & 3. The programme was originally expected to begin transition in Dec 2017, this has slipped considerably and it is now anticipated that the London region will not begin transition until January 2019 at the earliest. This timeline could slip further depending on variances within the national programme but as yet this has not been confirmed.

The estimated budget for this programme for the Force is estimated at £9M, and as yet the Force budget position is uncertain, with significant shortfalls in resources currently allocated.

Recruitment of internal SMEs to facilitate delivery has proved challenging. As a result there is a risk that no project team members will be available to ensure the Force achieves “Police Mobilisation”. This position is where a Force is ready to begin transition

- **SR 08: Crime/Business Data Accuracy:** Work has been undertaken to ensure reliability of Business Objects. FIB has begun training multiple staff in its use as the member of staff who created reports left the Force in May 2017. Resilience in report generation will be provided once training is complete and FIB can generate reports in a consistent manner following the rebuilding of the report structure.
- **SR 09: Casualty Bureau Activation:** The Casualty Bureau has now deployed 4 times since 22nd March, the risk still remains and is actually more critical now. For example, during the Grenfell tower incident the CoLP and 12 other forces provided mutual aid for 2 weeks continuously to assist MPS in this process.

The resilience is low and therefore we have relied on a very small cadre of staff in CoLP to provide this assistance (for example, 1 member of staff has worked 3.3 times their weekly hours in the space of 1.3 weeks to cover the requirement).

Training has further been cancelled due to Casualty Bureau deployments and now with Niche training (the new crime and intelligence system), the opportunity to train has been reduced.

Amber Graded Risks

12. The remaining 9 risks on the register are reported at this time as Amber:

- **SR 01: Future Demand Verses Capability/Resources:** The Force is working on exploring the future demand it will face in policing the City against the resources and capability it will have to meet this demand given the current financial climate.

The Force has produced a workforce plan and associated training plan that will be updated once the demand work has been completed and analysed and adjust the skills and make-up of the Force to meet the demand projections.

The Force needs to understand the future demand it faces so that it can ensure it has the capability in place to meet the expectations of the public and provide a policing service that effectively mitigates the greatest threats and harm facing the

City. This will be achieved through aligning the budget process with the workforce plan with both informed by the work on demand so that planning assumptions on capability can be made within the known financial envelope.

This risk will be reviewed and re-assessed once the Demand and Value For Money Review recently completed, has been assessed by the Senior Leadership Team and other stakeholders and decisions have been made on the programme of work required to deliver on the findings. It is currently assessed as Amber while the Force identifies its demand and future requirements.

- **SR 02: Financial Constraints:** The financial constraints facing the Force mean that over the next three years there will be a continued reduction in budget with the need to make demonstrable efficiency savings with the core grant transferred from the City of London Corporation.

The Court of Common Council agreed that the Force no longer need to hold a reserve of £4M previously agreed, and so in the short term these are being used to fund the budget gap while the Force makes plans to improve efficiencies and source additional income.

The Force has identified that there is a shortfall within the medium term budget over the next three years. Plans for mitigating this are managed through the Strategic Finance Board with a plan being developed to increase income generation activities.

As the Force completes its work to identify future demand we will be able to map resources to the demand areas and identify the services that can be reduced without having a detrimental impact on public services and safety.

This risk is linked to SR 01 and will be informed by the decisions made as a result of reviewing the Demand and Value for Money review report.

- **SR 04: Estate Upgrade:** The City of London Corporation and the Force is currently undertaking a programme of work to upgrade its physical estate within the City so that it has buildings that are fit for purpose and capable of meeting current and future demand.

This risk will monitor the delivery of the next phase of this programme as we decant from Wood Street and undertake the work needed to change and improve this building. It will highlight if there are any issues with work being undertaken or capability issues as a result of the estate programme.

- **SR 05: Suitability/Upgrade of IT Infrastructure:** A core group has been meeting regularly between CoLP and CoL IT to review, align and develop outline proposals for a CoLP IT strategy document.

Work with other IT review work streams will feed into the development of the IT strategy over the forthcoming months.

The development of the IT strategy will be created in full consultation with Directorates ensuring that all IT related priorities of the Force are addressed.

The IT Strategic Board monitors an IT Dashboard with the following work streams:

- IT Spending Review
- CoLP IT Strategy
- Governance
- IT Operating Model
- IT Security
- Intelligent Client
- User Requirements
- Special Projects

This risk will highlight issues from implementing the IT strategy and flag up capability concerns around Force IT.

- **SR 06: Implementation of Force Change Programmes:** The Force is implementing a number of change programmes to evolve the estate, services and structure of the Force to meet the budget challenges and deliver a policing service to the City that will be fit for the future crimes and threats facing the square mile.
- **SR 07: Fulfilment of National Lead Force Responsibilities:** This risk is a re-written risk from the 2016/17 risk profile to focus the register on the delivery and fulfilment of Economic Crime Lead Force responsibility. This risk looks at the functionality of EC Directorate and assesses its ability to fulfil commitments.

This risk is currently scored at Amber to reflect the need to recruit additional detectives reflecting a slight shortfall in capability within the Directorate. It should be noted that a shortage of detectives is also a national issue.

- **SR 10: Failure of ASC System:** The current system is recording calls but accessibility to be able to listen and download them is intermittent as the system crashes intermittently. The faults are being reported and as and when they happen are being dealt with as Business as usual (BAU) with an IT Manager monitoring the reported faults.

The existing ASC system is not force wide, and there are a number of lines that are not recorded. The Force is undertaking a plan of work to correct this issue which is also linked to the PBX system (monitoring of internal calls). This risk is currently being reviewed in light of the ability of the Force to access call data and ensure it can recover specific calls if required.

- **SR 11: Failure of Force CAD Machines:** The Command Hub (Information & Intelligence) currently operates dispatch within the Force Control Room using the MPS CAD system at Wood Street Police Station. At the time of risk identification there were faults with 7 different CAD terminals as follows:

Force Control Room; 1 failed machine, 4 others with intermittent reset problems
Event Control Room; 1 failed machine.
Crime Management Unit; 1 failed machine.

I.T support/maintenance was previously provided by a company on behalf of the MPS. A different company has since taken over this contract on behalf of the MPS. At present the company has stated that they are unable to provide any I.T support service to the CoLP, owing to the fact that our CAD terminals are very old and are still operating on Windows XP. This is presenting a significant risk to the Directorate and wider organisation in terms of resilience.

As part of the current Accommodation Programme the Command Hub is expected to relocate to Bishopsgate Police Station in 2018.

The MPS has started rolling out the new Windows 8.1 CAD operating system, however it is unclear at present when the CoLP will be captured as part of this roll out.

- **SR 12: Failure of Force CCTV Network:** The City of London Police CCTV Recording System is operated via a proprietary management system manufactured and supported by Synectics, which covers the recording, review, storage of images, and administration of the system, with the control matrix for the CCTV cameras supported by another company.

The recent catastrophic failures of identical Synectics Systems within the UK, and information from the manufacturer, have stated that no further spare parts are being manufactured for this system due to its age. This has therefore indicated that the need to replace the current system is now critical. Although the causes of the failures that have occurred elsewhere, and the early indications leading up to them, have not been experienced to date with the City of London System, both systems were originally installed later than the City of London System (2003).

The system suppliers / manufacturers, Synectics, have been commissioned to undertake an up to date health check and report on the City of London System. During this health check, the engineer should also be able to provide detailed advice regarding the continued support of the system in the interim period until the new solution has been installed and aid the development of a back-up plan in case a major component should fail, such as the matrix. However, it should be noted that until (iMS-DRS) integrated Management System and Digital Recording System project is installed there are limited options that are available should a major device fail.

13. Any significant updates to these positions will be provided verbally to Committee at the meeting to reflect on-going management of all risks contained within the register.

OTHER SIGNIFICANT IMPLICATIONS

14. Robust implementation of risk management ensures the Force can address the barriers and opportunities it faces so that it continues to comply with all of its obligations, statutory and non-statutory.

CONCLUSION

15. The risk profile of the Force is continually reviewed and updated quarterly to ensure it remains relevant. The Police Committee are kept informed of the Force Risk Profile to ensure they are briefed of new and emerging risks and any significant change in existing risk scores as part of the Force's assessment of its own risk profile.

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Appendix A: Force Risk Scoring Criteria

FORCE RISK SCORING CRITERIA

IMPACT ASSESSMENT TABLE

Impact Level				
Risk Area	Low	Medium	High	Very High
Financial	Can be managed within service budget. Or – Results in a financial loss of £10K or less to the Force.	Can be managed within overall budget. Or – Results in a financial loss of £50K or less to the Force.	Will need major budgetary re-allocations and / or savings. Or – Results in a financial loss of between £50K - £250K to the Force. Or – Up to 10% of budget. (Which ever is smaller)	Will need to borrow - a major financial threat. Or – Results in a financial loss of over £250K to the Force. Or – Up to 25% of budget. (Which ever is smaller)
Health & Safety	Incident resulting in minor cuts and bruises.	Incident resulting in broken limbs.	Incident resulting in hospitalisation.	Incident causing widespread injuries and/or deaths.
Reputation	Cursory mention in local press and/or government / audit reports.	Definite adverse mention in press and/or government / audit reports.	Front page on the Standard, possibly national press.	National and possibly international interest or questions asked in parliament.
Planning/Service Delivery	Minimal impact on service delivery. Or – Minor impact on Divisional plan achievement.	Significant impact on service delivery. Or – Disruption on Divisional plan achievement. Or – Minor impact on Force plan achievement	Major impact on service delivery. Or – Failure of a Divisional plan. Or – Disruption of the Force plan.	Catastrophic impact on service delivery. Or – Failure of the Force plan.
Project	Has the potential to materially affect a stage of the project. Or – Has a minor short-term impact on the delivery of a project stage.	Has the potential to cause weakness to the ability to complete a project stage within identified resources. Or – Has a moderate term or medium term impact on the ability of the project to be completed.	Has the potential to cause the failure of one of the project stages. Or – Has a large short-term or longer-term impact on the delivery of the project. Or – Impacts upon the delivery of associated projects.	Has the potential to cause the failure of the project. Or – Could cause other Force projects to fail.
Business Continuity	Has the potential to materially affect a Divisional output. Or – Minor impact on Force outputs. Or – Minor Impact on the ability of the Force to undertake its statutory duties.	Has the potential to disrupt a Divisional output. Or – Has the potential to materially affect a Force output. Or – Materially affects the ability of the Force to undertake its statutory duties.	Has the potential to cause a Divisional Output to fail. Or – Has the potential to disrupt a Force output. Or – Disrupts the ability for the Force to undertake its statutory duties.	Has the potential to cause the outputs of the Force to fail. Or – Serious disruption/impairment to Force capability/outputs. Or – Could cause the Force to fail to undertake its statutory duties.
Security	Could cause distress to individuals. Or – Loss of Force earning potential.	Has the potential to affect diplomatic relations. Or – Loss of earning potential to the City of London. Or – Prejudice individual security.	Has the potential to threaten life directly. Or – Facilitates the commission of serious crime. Or – Disrupt significant operations. Or – Significant loss of earnings to City of London.	Has the potential to affect the internal stability of the UK. Or – Cause widespread loss of life. Or – Raise international tension. Or – Threaten National finances.

LIKELIHOOD ASSESSMENT TABLE

Likelihood Probability			
Low	Medium	High	Very High
Negligible risk A probability of less than 30% of the risk occurring. Or This risk is a remote risk and it is envisaged that this may occur within a timescale of 4 years or more	Possible risk A probability of between 30-70% of occurring. Or This is a risk that could occur in less than 4 years but in more than 2.	Probable risk A probability of between 70-85% of being realised. Or This risk is likely to occur in a timescale of no more than 2 years.	Certain risk A probability of 85% or more of occurring. Or It is likely that the risk will be realised within a twelve month period

RISK MATRIX TABLE

LIKELIHOOD	VH	7	11	14	16
	H	4	8	12	15
	M	2	5	9	13
	L	1	3	6	10
	L	M	H	VH	

Key: L= Low, M=Medium, H= High, VH= Very High

Control Assurance within the Risk Register

The Strategic Risk Register is contains the Corporate risks identified for the Force. Each risk has a suite of identified controls that have been scored individually following the criteria below:

Control levels

- 4) **None:** Although controls are being worked on there are none in place to mitigate the risk at this time.
- 3) **In Place:** Control measures have been introduced for the risk but there is no assurance as to their effectiveness, they remain untested.
- 2) **In Place & Tested:** Control measures have been introduced for the risk and they have undergone assurance testing. Additional measures or improvements have been identified but not implemented.
- 1) **Comprehensive & Tested:** Control measures have been introduced for the risk and they have undergone assurance testing, where appropriate improvements and additional controls have been implemented. There are currently no additional measures identified to mitigate the risk more effectively.

This score is reflected within the document next to each control assessed.

Force Risk Multiplier Numbers

Impact		Likelihood		Control	
Low	1	Low	1	Comprehensive & Tested	1
Medium	2	Medium	2	In Place & Tested	2
High	3	High	3	In Place	3
Very High	4	Very High	4	None	4

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Committee(s):	Date(s):
Police Committee	13 th July 2017
Subject: Revenue and Capital Outturn 2016/17	Public
Report of: Commissioner of Police and the Chamberlain	For Information
Report Author: Michelle King, CoLP and Philip Gregory, Chamberlains Dept	

Summary

In the December 2016 report to Members, the Force outlined its expectations of an over spend of £2.6m, resulting in the main from external burdens arising during the year. As outlined in the Medium Term Financial Plan for the Police, immediate steps to stabilise the position were planned which included utilisation of the General Reserve and the adoption of a cashable savings target.

The final outturn shows net expenditure of £68.73m which requires a drawn down from the General Reserve of £0.62m reducing the balance from £4.1m to £3.5m at 31 March 2017. This differs from the expected draw down of £2.6m, as reported to the Policing Committee of Jan 17, and is a net cost reduction of £2.0m.

Revenue Outturn by Standard Category	Budget 2016/17 £	Actuals 2016/17 £	Variance £
Employees - Direct Pay	83.83	85.33	(1.50)
Employees - Indirect Pay	2.95	3.19	(0.24)
Other	14.96	15.36	(0.40)
Premises	3.53	4.00	(0.46)
Supplies and Services	21.81	18.68	3.13
Transport	1.90	1.60	0.30
Income	(60.88)	(59.42)	(1.45)
Grand Total	68.11	68.73	(0.62)

A year end analysis by Directorate is shown in the main report under paragraph 14.

The net cost reduction of £2.0m, is a combination of underspends and mitigations of which £0.6m is as a result of a reduction in the original budget pressures identified (as shown on table 4), a further £0.74m can be attributed to the overachievement of the in year vacancy factor targets and the other main areas are the recharging of project costs to their respective capital programmes and increased service income over and above that which had been budgeted.

In future however, it is recognised, on the Chamberlain's advice that when it becomes apparent that the forecast has changed significantly, it will be reported to Members during the financial year, rather than waiting for the outturn report. Any

risks associated with the revised position should be highlighted separately for Member consideration.

Members are asked to note the report.

Recommendation

It is recommended that the revenue and capital outturn for 2016/17 is noted.

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Main Report

Budget Outturn Position for 2016/17

1. The budget anticipated a transfer from the General Reserve of £2.6m; however the actual transfer was £0.6m. This is an overall reduction of £2.0m.
2. There has also been a net allocation to the Proceeds of Crime Act (POCA) Reserve of £56k for the year.
3. The original cash limit for 2016/17 was agreed at £58.3m. There have been several adjustments during the year increasing the cash limit to £68.1m. An analysis of these changes is set out in Appendix 1.

Revenue Outturn for 2016/17

4. The revenue outturn by standard category is illustrated in Table 1 below.

Table 1 Revenue Outturn for 2016/17 by Standard Category

Revenue Outturn by Standard Category	Budget 2016/17 £	Actuals 2016/17 £	Variance £
Employees - Direct Pay	83.83	85.33	(1.50)
Employees - Indirect Pay	2.95	3.19	(0.24)
Other	14.96	15.36	(0.40)
Premises	3.53	4.00	(0.46)
Supplies and Services	21.81	18.68	3.13
Transport	1.90	1.60	0.30
Income	(60.88)	(59.42)	(1.45)
Grand Total	68.11	68.73	(0.62)

5. The final outturn shows net expenditure of £68.73m which requires a drawn down on General Reserves of £0.62m. This is a reduced requirement of £2.0m compared to the anticipated drawn down of £2.6m.
6. The net reduction in costs of £2.0m are due a number of factors however the most significant factor was the increase in the level of vacant posts.
7. The outturn shows an overspend in Direct Employee Pay of £1.5m of which £1.15m related to Economic Crime Directorate (ECD) costs which are funded by external partners, additional pressures are as a result of ICT staff being recharged to Direct Employee costs and the project salaries recharge being credited against income. Also, planned reductions in officer and staff posts across the Force were not achieved, although vacancies were held. (see paragraph 8). Core pay budgets (non-ECD) were underspent by £0.43m net.

8. The underspend in Direct Employee Pay on non-ECD (core) £0.43m was due the combination of vacancy factor achievement mitigated by growth in police establishment. The full year results on vacancy factor targets (excluding efficiencies) show that police officer vacancy targets were overachieved by £1.11m and police staff vacancy targets were underachieved by £0.37m (a combined net overachievement of £0.74m).The vacancy factor was not applied to posts within the Economic Crime Directorate.
9. Indirect pay was overspent by £0.24m across ECD, Central costs and non-ECD (core) budgets. The overspend on indirect pay relates to overtime charges to compensate for vacancies not filled and Force Tasking.
10. Other costs were overspent by £0.40m due in the main to costs under Occupational Health and Welfare being charged to other, but with the budgets sitting under supplies and services and spend on the Funded Economic Crime Directorate against which budgets had not been allocated. This overspend is also offset by lower spend on Forensic Services and Force Tasking.
11. Premises costs was overspent by £0.46m due to higher than expected costs on reactive maintenance, business rates, service charges and electricity costs however this was mitigated by savings on the cleaning contract and rent.
12. Supplies and Services was underspent by £3.13m, key highlights are:
 - Police Transformation Project titled False Identity Data Capture and Sharing was terminated resulting in an underspend of £0.48m.
 - Economic Crime Directorate core budgets was underspent by £0.328m.
 - Police Research Fund and Severance budget was underspend by £0.19m underspend.
 - Mobile Working Business as Usual budget was underspent by £0.28m.
 - Information Management budget was underspent by £0.28m

Directorate Outturn

13. The Directorate outturn is illustrated in Table 2 below and individual Directorate analysis is shown in Appendix 2.

Table 2: Outturn Analysis by Directorate for 2016/17

Directorate	Budget 2016/17 £m	Outturn 2016/17 £m	Variance £m
Crime Investigation Directorate	10.64	9.99	0.65
Economic Crime Directorate	11.78	11.59	0.19
Information & Intelligence Directorate	9.40	8.78	0.62
Uniformed Policing Directorate	9.23	8.53	0.70
Business Support Directorate	15.03	16.00	(0.97)
Central Costs	12.03	13.84	(1.81)
Grand Total	68.11	68.73	(0.62)

14. Table 2 shows that all Directorates, excluding Central, achieved a net under spend of £1.19m. The Central costs reduction targets (which covers pensions, secondments, efficiency targets and income generation) were not met and created an over spend of £1.81m, pushing the Force into a net over spend of £0.62m.

Crime Investigation Directorate - net under spend of £0.65m

The Crime Investigation Directorate achieved a net under spend of £0.65m, which has been mainly delivered through vacancies being held throughout the year. The impact of the vacancy targets was £0.52m, but whilst holding these vacancies there was a knock on effect on overtime costs which saw an over spend of £0.03m.

Whilst income targets were achieved Members will note that the Force entered into negotiations with The Safety Camera Partnership in 2016/17 to reduce costs and therefore the amount of cameras in operation, effective from 2017/18. The Force is concluding these discussions but since there are staffing implications we cannot advise Members on the conclusion of these negotiations at this time.

Economic Crime Directorate - net under spend of £0.19m

The Economic Crime Directorate (ECD) achieved an under spend of £0.19m. This is the net result of an over spend on funded units of £0.72m and an under spend on core activities of £0.91m. The under spend on core activity was achieved through high levels of vacancies throughout the year. The under spend is in turn offset by other pressures within the directorate; the Economic Crime Academy fell short of its net budget by £154k as a result of

not achieving its income targets, and the impact of Police Innovation Fund grant (where the Police have to provide match funding to a certain percentage) created an additional pressure of £149k.

The Funded programmes shows an overspend of £0.72m. The expectation is that funded units will always breakeven and not create a pressure on the core activity. It became apparent in 2016 that partnership agreements negotiated with funders had not been annually revised to capture overheads relating to funded programme activity. The historic management charge did not cover current costs resulting in cross subsidisation of funded units. Funded units were advised to charge on the correct basis and the Fees and Charges policy was updated to reflect the Force's stance on full economic cost recovery. The Commissioner agreed through internal governance procedures that the under-recovery of overhead, will be borne, in 2016/17, as a core cost and in future years the Force will seek full economic cost recovery from funded units. In 2017/18, this will be managed through a comprehensive review of all contracts within the funded units to re-engage with partners on re-pricing contracts to achieve full economic cost recovery. In establishing a system of effective internal control, it has been mandated that no agreements with third parties can be effected without full oversight and approval of the Force Director of Finance.

Information and Intelligence Directorate - net under spend of £0.62m

The Information and Intelligence Directorate (I&I) achieved an under spend of £0.62m, as with most other directorates I&I has seen a significant under spend on Direct Employee Expenses of £0.21m due to vacancy levels, but this has also been offset by an over spend on overtime of £0.1m. There have also been some significant under spends on Supplies and Services with savings in the areas of Computer Licences, Subscriptions and Security costs, totalling £0.4m. There was also additional income from the Criminal Record Bureau, which stood at just under £81k.

Uniformed Policing Directorate - net under spend of £0.70m

The Uniformed Policing Directorate (UPD) achieved an under spend of £0.70m, this was achieved through high levels of savings on Direct Employee Expenses, through vacancies, of £0.38m, which in turn was offset by an over spend on overtime of £0.1m. Additionally during the year, Armed Uplift funding of £542k was received, to cover existing armed uplift costs, that had not been budgeted for but of this income £295k remains unspent at the year-end and has been allocated to an earmarked reserve for future funding. The lateness in the year, in which this money was received, plus the time taken to recruit and train officers explains the underspend in 2016/17. UPD also received Tactical Firearms Group (TFG) funding from the Home Office of £240k more than budgeted. There is not an expectation of increased officer numbers or hours, above what had been planned in our armed uplift programme, as a condition of funding received in either case.

Business Support Directorate - net over spend of - £0.97m

The Business Support Directorate (BSD) achieved an over spend of £0.97m. BSD manages business support functions for the Force and includes resourcing the Force's extensive and ambitious capital programme including pipeline projects from 2016/17 to 2019/20 exceeding £20m. The Force utilises a number of specifically skilled project managers, on a combination of fixed term contracts and agency whose costs are charged to capital when programmes attain Gateway 5 status, but otherwise the costs remain in revenue until this stage is reached. This will only be an overspend if the project does not achieve Gateway 5 status. These resources are not part of the establishment since it is proper accounting practice to charge costs which are directly attributable to the creation of an asset to capital. This raises an important aspect in that feasibility/pre-Gateway 5 costs relating to capital programmes are unfunded and from 2018/19 the Force will need to budget for feasibility expenditure. Where possible, project managers working on capital projects are recharged to appropriate capital programmes and this amounted to over £0.72m in 2016/17.

The other main pressure was in Premise Expenses; overspend of £0.4m due to increases in service charges and utility costs across the Force estate. Other highlights included overtime costs, with an over spend of almost £0.014m, offset by a reduction in expenditure on introductory fees and also Force training.

Central Costs - net over spend of -£1.81m

Central costs include overarching functions such as Pension Costs, Secondments and the ICT contract and budgets relating to efficiencies and central income generation budgets.

The Direct Employee cost shows an over spend of £0.79m which is mainly due to planned efficiencies not achieved due to reversal of policy decisions in December 2016. The impact of which is partially offset by a lower than expected expenditure on Pension costs, which was £0.5m less than budgeted.

The levels of income generated were under achieved by £1.91m due to a reduction in the level of secondment income of £0.5m, as a direct result of fewer officers on secondment as well as a reduction in the Home Office grant for pensions of £0.7m. The pension reduction is offset by the reduced pension costs. A provision was placed in the 2017/18 budget to avoid this pressure.

Central costs include ICT charges agreed at £5.3m, in accordance with MTFP assumptions set in January 2015. Following a corporate wide review of ICT and the realisation that such savings were not going to be achieved, the Corporation increased 2016/17 funding by £0.9m to cover the additional ICT costs. The Corporation have agreed to fund similar costs of £1.1m for 2017/18.

In 2016/17 the Force received £0.7m of income from asset recovery activities under the Proceeds from Crime Act (POCA). During the year costs were allocated to approved programmes such as the funding of staff for the Asset Recovery, Crime Reduction and Community Safety initiatives. The net result was a transfer to POCA reserves of £56k. This maintains the balance on POCA reserves at the end of the financial year of £3.63m.

Capital and Supplementary Revenue Projects Outturn for 2016/17

15. Expenditure on the 2016/17 Capital and Supplementary Revenue Projects, excluding Police Accommodation (see Appendix 3) was £1.35m, an under spend of £0.42m against an approved budget of £1.78m.
16. The capital under spend for 2016/17 was £0.42m, of which £0.37m is slippage phased into future years and Appendix 3 refers.
17. The original programme for 2016/17 was revised and submitted to the September 2016 Police Committee for £2.97m which was subsequently reduced to £1.78m (as presented to the January 2017 Police Committee) mainly as a result of the re-profiling of the Emergency Services Mobile Communications Programme (ESMCP) and elements of the Ring of Steel programme. There was also some preliminary spending on various projects which did not commence in 2016/17 and will be re-profiled into 2017/18.
18. Assumptions have been made on the available funding and indicative projects for the next three years to 2019/20. Whilst it is anticipated that there will be some specific funding available for a few of the projects, there remains a significant overall shortfall of around £11.4m. It should be noted that this figure may change as further detailed work is being undertaken.
19. Approval has been received in principle to the use of City of London Corporation capital resources to finance the shortfall in funding from 2017/18 and provision has been included in the City Fund draft medium term financial plan. The cost of capital schemes that have been re-profiled from 2016/17 will still be met from Police funds.

General Reserves

20. The balances on the General reserves and POCA reserves at 31 March 2017 are £3.49m and £3.63m respectively.
21. The reduction in over spend increases our forecast balances from £1.5m to £3.5m and only marginally puts us below the previously maintained General Reserve level of £4m.

Table 3 General Reserves and POCA Reserve Balances

City of London Police Balances	POCF Balances £m	POCA Reserve £m	Total Balances £m
Opening balance (01/04/16)	4.10	3.57	7.68
2016/17 transfers to/(from)	(0.62)	0.06	(0.56)
Closing balance (31/03/17)	3.49	3.63	7.12

Conclusion

22. The outturn for the year shows a reduced deficit, brought about by a combination of factors which include a higher than originally planned level of vacancies (one-off benefit) and other internal control decisions. The Force will consider process and invest to save opportunities and review with the Chamberlain the feasibility of future cashable efficiencies. However, the position is challenging in future years, with an underlying deficit remaining.
23. The original budget pressures identified totalled £2.6m and of those pressures £2.0m was still incurred and absorbed within the final outturn. The outturn shows an over spend of £0.6m.

Table 4 Planned Budgetary Pressures and Outturn

	2016/17 Forecast Outturn £m	2016/17 Actual £m	2016/17 Variance £m
Budget deficit reported in January 2017			
Pension scheme cost pressures	0.4	0.2	0.2
Legislative Impacts: Bear v Scotland/CHIS	0.2	0.4	(0.2)
Ring of Steel managed service	0.2	0.0	0.2
2015/16 capital programme slippage	0.6	0.2	0.4
Provision for bad debt: Food Standards Agency	0.3	0.3	0.0
Other net variations	0.1	-	0.1
Economic Crime Academy: Net income costs	0.3	0.2	0.1
ECD underrecovery of overheads recharged	0.5	0.7	(0.2)
Total variations	2.6	2.0	0.6

24. The reduction in planned overspend reduces the draw from General Reserves and creates a closing balance of £3.5m as opposed to the planned £1.5m. This will enable more flexibility in the Medium Term Financial Planning process going forward. This is still a financially challenging position for the Force in light of the need to identify future efficiencies and cost reductions and

the impact, financially or otherwise, of the unknowns that may arise from the review by Deloitte.

25. The outturn and its implications for future assumptions will inform the review of the medium term financial forecasts. The current level of General Reserves may provide some protection against reductions in funding or increases in expenditure for 2017/18.
26. The Assistant Commissioner will continue to look for opportunities to find risk based efficiencies and control expenditure. The Force is also looking to develop future income streams through commercial opportunities to support future funding gaps.

List of Appendices:

Appendix 1 – Analysis of charges to Force Cash Limit for 2016/17

Appendix 2 – Detailed revenue outturn by Directorate 2016/17

Appendix 3 – Capital Outturn 2016/17

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Appendix 1

Analysis of Changes to Force Cash Limit for 2016/17

Changes to Force Cash Limit 2016/17	2016/17 £m	2016/17 £m
Original Cash Limit - Jan 2016		58.3
Budget Adjustments		
<u>In-Year adjustments</u>		
Action Fraud implementation funding B/fwd from 2015/16	5.2	
Deferral of repayment of Action Fraud implementation funding	0.5	
Additional resources to meet IT pressures	0.9	
Economic Crime Academy - allocation from Corporation Transformation Fund	0.1	
		6.7
<u>Year End adjustments</u>		
Action Fraud implementation funding C/fwd to 2017/18	(0.9)	
Funding for Police Accommodation Project supplementary revenue schemes	4.0	
		3.1
Final Cash Limit - March 17		68.1

Appendix 2

Detailed Revenue Outturn by Directorate 2016/17

Crime Directorate	Budget 2016/17	Actuals 2016/17	Variance
Standard Category	£m	£m	£m
Employees - Direct Pay	10.43	9.91	0.52
Employees - Indirect Pay	0.16	0.19	(0.03)
Other	0.23	0.20	0.03
Premises	0.02	0.02	0.00
Supplies and Services	0.44	0.35	0.09
Transport	0.05	0.03	0.02
Income	(0.70)	(0.72)	0.02
Grand Total	10.64	9.99	0.65

ECD - Standard Category	Budget 2016/17	Actuals 2016/17	Variance
Funded Activity Functions	£	£	£
Employees - Direct Pay	12.62	13.77	(1.15)
Employees - Indirect Pay	0.75	0.87	(0.12)
Other	4.32	4.97	(0.66)
Premises	0.89	0.69	0.20
Supplies and Services	9.04	8.17	0.87
Transport	0.50	0.43	0.07
Income	(21.95)	(22.00)	0.05
Grand Total	6.17	6.90	(0.73)

ECD - Standard Category	Budget 2016/17	Actuals 2016/17	Variance
Core Activity Functions	£	£	£
Employees - Direct Pay	5.94	4.58	1.36
Employees - Indirect Pay	0.10	0.09	0.01
Other	0.36	0.14	0.22
Premises	0.07	0.30	(0.23)
Supplies and Services	1.08	0.44	0.64
Transport	0.01	0.04	(0.03)
Income	(1.95)	(0.89)	(1.06)
Grand Total	5.61	4.70	0.91

I&I Directorate	Budget 2016/17	Actuals 2016/17	Variance
Standard Category	£m	£m	£m
Employees - Direct Pay	9.11	8.90	0.21
Employees - Indirect Pay	0.15	0.29	(0.14)
Other	0.00	0.01	(0.01)
Premises	0.00	0.00	(0.00)
Supplies and Services	1.37	0.96	0.41
Transport	0.06	0.05	0.01
Income	(1.29)	(1.42)	0.13
Grand Total	9.40	8.78	0.62

UPD Directorate	Budget 2016/17	Actuals 2016/17	Variance
Standard Category	£m	£m	£m
Employees - Direct Pay	18.54	18.16	0.38
Employees - Indirect Pay	0.36	0.46	(0.10)
Other	0.44	0.50	(0.06)
Premises	0.04	0.01	0.03
Supplies and Services	1.11	1.16	(0.05)
Transport	0.17	0.20	(0.02)
Income	(11.42)	(11.96)	0.54
Grand Total	9.23	8.53	0.70

BSD Directorate	Budget 2016/17	Actuals 2016/17	Variance
Standard Category	£m	£m	£m
Employees - Direct Pay	6.21	7.57	(1.36)
Employees - Indirect Pay	0.99	0.79	0.20
Other	2.53	2.83	(0.30)
Premises	3.17	3.65	(0.48)
Supplies and Services	1.84	1.59	0.25
Transport	0.33	0.38	(0.05)
Income	(0.04)	(0.80)	0.76
Grand Total	15.03	16.00	(0.97)

Central Standard Category	Budget 2016/17 £	Actuals 2016/17 £	Variance £
Employees - Direct Pay	20.98	22.44	(1.47)
Employees - Indirect Pay	0.45	0.50	(0.05)
Other	7.08	6.71	0.37
Premises	(0.66)	(0.67)	0.01
Supplies and Services	6.94	6.02	0.92
Transport	0.78	0.47	0.31
Income	(23.54)	(21.63)	(1.91)
Grand Total	12.03	13.84	(1.81)

Revenue Outturn by Standard Category	Budget 2016/17 £	Actuals 2016/17 £	Variance £
Employees - Direct Pay	83.83	85.33	(1.50)
Employees - Indirect Pay	2.95	3.19	(0.24)
Other	14.96	15.36	(0.40)
Premises	3.53	4.00	(0.46)
Supplies and Services	21.81	18.68	3.13
Transport	1.90	1.60	0.30
Income	(60.88)	(59.42)	(1.45)
Grand Total	68.11	68.73	(0.62)

Appendix 3

Capital Outturn 2016/17

	Police Committee Jan 17	Police Committee Jul 17		
Project Name	2016/17 Forecast	2016/17 Outturn	Variance	C/Fwd
Expenditure	£'000	£'000	£'000	£'000
Approved Expenditure				
Tactical Firearms Unit Body Worn Video	3	(12)	15	0
ID Document Database	4	0	4	0
Crime Recording and Intelligence System	0	0	0	0
ICT Support to CCCI	0	209	(209)	0
Vehicle Replacement Programme	322	295	27	27
Mobile Technology	(23)	(24)	1	0
Ring of Steel - CCTV Barbican Area	2	2	(0)	0
Ring of Steel - IMS/DRS	25	419	(394)	0
Ring of Steel (ANPR Camera Replacment)	163	0	163	0
Ring of Steel River Cameras	30	0	30	0
HR Origin Upgrade	44	18	26	26
Joint Netw ork Refresh	20	15	5	5
Netw ork Refresh & Upgrade and Data Storage & Application Hosting	0	0	0	0
ESMCP (Airw ave Replacement)	341	208	133	133
Pipeline Projects				
Tactical Firearms Unit Body Worn Video	82	0	82	82
ID Document Database	521	0	521	0
Data Netw ork Refresh	143	223	(80)	0
Unified Communications	18	0	18	18
Ring of Steel (ANPR Camera Replacment)	80	0	80	80
Total Programme Expenditure	1,775	1,352	423	371
Funded By				
Home Office Grant 2015/16 - Not Applied	(122)	0	(122)	
Home Office Capital Grant *	(400)	0	(400)	
Revenue Contribution	(1,000)	(1,225)	225	
PIF - ID Document Database	(525)	0	(525)	
Proceeds of Crime Funds - CCTV	(2)	(2)	0	
Proceeds of Crime Funds - BWV	(85)	0	(85)	
Bridge House Trust contribution to Ring of Steel river cameras	(163)	(125)	(38)	
Total Income	(2,297)	(1,352)	(945)	
(Funding Available) / Funding Gap	(522)	0	(522)	371

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Efficiency & Sustainability Plan - Appendix 1

CORE MESSAGES ON THE CITY OF LONDON CORPORATION'S FINANCES – January 2017

Our aim:

Our funds are there to help the City of London Corporation promote financial, professional and business services, provide excellent public services and support the City, capital and country as a whole.

They must be used economically, efficiently and effectively to maintain the City's underlying infrastructure and services and so we can prioritise paying for initiatives which meet our long-term ambitions.

How we do this:

The City has four funds.

Two of these are paid for by ratepayers and taxpayers:

- City Fund - money used to cover local authority activities in the square mile and beyond.
- Police Fund – the money used to pay for the City of London Police Force

Two are provided at no cost to the taxpayer:

- City's Cash - an endowment fund built up over 800 years and passed from generation to generation used to fund services that benefit London and the nation as a whole.
- Bridge House Estates - the money used to look after five bridges over the Thames with any surpluses being used for charitable purposes and awarded through the City Bridge Trust.

It is a duty on us to make the best use of the resources we have. This can only be done through continually reviewing the economy, efficiency and effectiveness of our services, the outcomes that are achieved and how they meet our long-term ambitions.

Everyone has a role to play in constantly challenging what we do and thinking about how we could do things better.

Are there further cuts being made?

Yes, but only 2% and only to ensure continuous improvement. In 2014, we estimated that due to cuts in government funding City Fund would be facing deficits approaching £11m by 2017/18 so we had to deal with this by scrutinising all our activities in what we called the Service Based Review.

We could, of course, have just made efficiencies in those areas paid out of public funds. But we decided it was not fair or equitable to ask some parts of our organisation to be more efficient and not others.

Proposals totalling £20m in efficiencies/extra income were identified and are well underway to being implemented. Following the completion of the Service Based Review programme, a continuous 2% per annum budget reduction target will be introduced across all our services. Departments will be expected to meet this through efficiency and performance improvements.

Why are we continuing to make budget reductions?

Firstly, we have a duty to ensure the most effective and efficient use of our resources.

Secondly, we continue to have big cost pressures. We live in an historic and ageing City. Many of our properties are deteriorating which requires an increased level of investment, and our IT infrastructure and service needs investment. In addition the City of London Police needs to address the changing nature of policing and the increasing demands placed on the service in the context of increased security threats from terrorism, growing cybercrime and online economic crime and intelligence requirements.

Thirdly, by being economic, efficient and making savings and focusing our efforts where we are most effective we can enhance existing services and pursue new priorities and increasingly ambitious outcomes for the benefit of the City, London and the nation.

Why not utilise the City's Cash fund endowment?

This is money which has been passed down to us over the years, produces income for us and is not to be used lightly as we want to pass it on to future generations to sustain services in the medium to longer term. Its income comes mainly from property and investments and is used to finance activities for the benefit of the City, London and the nation as a whole. Any sale of the underlying investments reduces the ability of the fund to generate income in future years.

The City's Cash budget will be running a deficit over the next three years to allow us to carry out essential investment before returning to a small surplus in 2020/21.

So what does the future look like for these funds?

The financial forward look for two of our funds is relatively healthy but uncertainties remain.

- City Fund: we have been planning for a continuing reduction in government grant and the underlying budget position is robust. We will be using the headroom to invest in essential repairs and maintenance and to fund the building of the new Museum of London to the benefit of all Londoners and the country as a whole.
- City's Cash: The forecast deficit over the next three years reflects our commitment to carry out essential investment and to support cultural development before returning to a small surplus in 2020/21.

- Bridge House Estates: the rising surplus will increase the resources available to the City Bridge Trust for charitable giving across London.
- The Police Fund: The underlying financial position remains very challenging with the recent Police core grant settlement marginally lower than anticipated. Additional cost pressures have meant the fund has moved into deficit, utilising the remaining ring fenced reserves in 2016/17 and 2017/18. An interim strategy has been developed and proposed for dealing with the deficit to the end of 2017/18. The Town Clerk, the Chamberlain and the Commissioner, have commissioned a review of the Police operating model, focusing on future demand modelling and how best to secure VFM, to identify options to address the, as yet unfunded, projected deficits of £5.6m in 2018/19 and £3.8m in 2019/20.

What are your total assets?

The City of London Corporation has assets of around £4bn. Income from these assets fund our services and any sale of assets to fund on-going services in the short term would harm our ability to protect services in the medium to longer term. Sale of many of our local authority assets to fund day to day services is also effectively prohibited by Local Government accounting rules.

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