

Committee(s):	Date(s):
Efficiency and Performance Sub (Finance) Committee Performance and Resource Management Sub (Police) Committee	10 September 2014 26 September 2014
Subject: Collaborative Services (City of London Corporation and City of London Police)	Public
Report of: Deputy Town Clerk	For Information
Summary	
<p>Work has been ongoing between the City of London Corporation and the City of London Police to develop further shared service activities. This builds on the back on a number of successful existing collaboration undertakings. This report provides Members with an update of established agreements, emerging projects and some more speculative, longer term items. The City of London Police also engages in a number of shared service activities with other forces and a brief overview of this is also provided.</p>	
Recommendation(s)	
Members are asked to:	
<ul style="list-style-type: none"> • Note the content of this report, and • Note that a follow up report tracking progress and savings will be produced in six months and reported to the Sub Committee 	

Main Report

Background

1. The City of London Police and the City of London Corporation have been engaging in a number of collaborative activities over a considerable period of time.
2. The majority of these services have been 'provided' by the Corporation, and the Police recharged in accordance with the Service Reporting Code of Practice for Local Authorities. These services are provided at a cost which could not be achieved independently, and can also access the expertise afforded through a larger, collaborative, provision. They include:
 - Internal Audit
 - Payroll
 - Legal

- Financial Services
3. Increased financial pressures within both the City Corporation and the City of London Police have made shared services imperative – indeed failure to generate savings from shared services and collaboration will make it increasingly difficult for the City Police, in particular, to balance their budget. Sharing has also been driven by the desire to share best practice, provide a more consistent service, and improve effectiveness, professionalism and customer satisfaction. Recent activity, such as the City First Programme has, therefore, placed greater emphasis on collaboration, both with the Corporation and other police forces.
 4. This report provides Members with an update on emerging collaborative projects, and some more speculative/longer term items. Also included in this report is a brief overview of shared service activity between the City of London Police and other forces.
 5. Major projects are managed in accordance with the Corporate Project Procedure. These projects follow a prescribed 'gateway' process and detailed reports are regularly provided to the Project Sub Committee.

Recent Collaborations

Procurement and Procure to Pay (PP2P)

6. The PP2P project was designed to introduce world class procurement practices to both the City of London Corporation and the City of London Police. The project has delivered improved ways of working such as smarter procuring, category boards and achieving better deals on goods and services bought. This has achieved positive value for money outcomes for both the City Corporation and the Police. Two recent examples of joint procurement include the new Police Uniforms and the Police Accommodation Design tender. Two members of staff from the City of London Police who were transferred to the merged City Procurement service.

Occupational Health

7. The merger of the City of London Corporation and City of London Police Occupational Health Services was considered under two areas: the Force's City First programme and the Central Government sharing service agenda. The project was delivered in two phases.
8. Phase one required the Police to bring their contracted service in-house as it was previously contracted out. This involved the transfer of undertakings (TUPE) transfer of some members of staff and the re-tendering of three external contract providers with reduction in costs (Cognitive Behavioural Therapy, Physiotherapy and Occupational Health Physician (OHP)). This phase included a two year plan for a reduction of resources.
9. Phase two involved the merging of the separate Occupational Health Services with some further reduction in resources.

10. A total of £197,000 was realised through these two phases. This was achieved through the reduction of hours for Police staff from 40 hours to 35 hours, and removing the need for holiday / sickness cover as this was to be absorbed by the merging of the units. A reduction in Police OHP time from three days to one day over two years and a reduction in Corporation OHP time from two days to one over one year was achieved. All the contracts were retendered with savings and efficiencies delivered through changed ways of working. These reductions were made on a set of assumptions including no Police recruitment and no immediate projects. Since then Police are back up to full recruitment and Job Related Fitness testing has been introduced requiring significant Occupational Health Service input and time.
11. Benefits have included:
- Shared expertise
 - Shift of emphasis to a nurse led service (cost benefit)
 - Holiday and sickness cover
 - Availability for initial appointments
 - Effective use of skill mix (cost benefit)
 - Streamlining of processes (reduction in reviews, failed appointments, statutory health surveillance)
 - Economies relating to shared contracted services for physiotherapy and mental health practitioners
 - Potential savings in independent ill health retirement assessments with two in-house OHP's
 - IT software maintenance and support savings
 - Other contracts amalgamated e.g. clinical waste removal contract
 - Rationalise equipment and maintenance costs
 - Potential longer term accommodation savings
12. There are some barriers to realising the full potential of the collaborative arrangement. These include separate IT and financial management systems. Both of these increase administration and management time. The IT Modernisation work (see below) will help in reducing these barriers.

Public Relations

13. A joint Public Relations post was created in June 2014 with the objective of improving communication and collaboration between teams in both organisations. This will promote the use of best practice communications and public relations activities, including more pro-active delivery of content. At the

moment the post is heavily involved in the development of the Economic Crime Communications Strategy. Benefits from this new shared provision are geared towards service improvement rather than direct cashable savings. However in the longer term, there will be scope to reduce cost through a rationalisation of providers and similar efficiencies.

IT Modernisation

14. The City of London Police undertook a review of their IT service in order to address a number of on-going weaknesses in their IT provision and to deliver a more flexible and responsive service with enhanced business engagement. Improved strategic and operational management across an increasing number of IT projects were also required outcomes. The review was focussed on ensuring that requirements to support specific Police Service technology were retained.
15. The review process looked at a number of possibilities and determined that the preferred option was a fully integrated model between the Corporation and the City of London Police. This was to include a managed service element to provide support, and assume responsibility, for a defined set of applications. Agilisys is the City Corporation's managed service provider.
16. The integrated model has now been established, with a single IT department. Agilisys has submitted proposals to the Police to also become their managed service provider. These are currently being assessed.
17. Overall project benefits have been focussed on service improvement, with efficiency savings targeted over the next two years in line with budget challenges.
18. Key outcomes are summarised as:
 - Effective delivery of core IS services and a stable and robust infrastructure
 - Provide resilience for key roles within the department, thereby minimising the risk of 'single points' of failure
 - Deliver projects and programmes to a higher standard
 - Better meet business needs and to keep abreast of new technology that supports these needs
19. The model will be reviewed following a period of stabilisation. It is envisaged that savings will be achieved by using the existing technology to do more, rationalising some elements where they are now duplicated or redundant, and through cost avoidance and economies of scale.
20. The Mobile Working Solutions programme is another IS project which is enabling the sharing of experience and expertise to deliver a more efficient service. In this instance it is the Department of the Built Environment who are working with the Police, each sharing their expertise and knowledge.

Accommodation

21. The Accommodation Programme is designed to modernise and reduce the overall City of London Police estate to 150,000 sq. ft. This equates to a reduction of 100,000 sq. ft. across the current Police estate. This plan will provide an improved modern estate for the Force whilst also enhancing its presence and public engagement facilities. Upon completion the proposal is to dispose subsequently of inefficient corporate assets to fund the majority of the costs of the programme. Ultimately the programme is designed to improve the working environment, enabling the Police to work flexibly and effectively whilst consolidating the number of locations. The programme is supported by both Police and Corporation officers through a number of sub groups and separate work streams.
22. Guildhall Yard East is currently being refurbished and it is projected that Force personnel will commence moving into the site from January 2015. This is an example of the joint working between the Police and the City Surveyors department, supported by IS.

Contact Centre

23. For the last two years the handling of non-emergency calls to the Police Switchboard has come under a shared service arrangement between the Police and the Corporation. The pilot, which has now been extended, has enabled the Force to improve allocation of their resources. Instead of police officers answering calls these are handled by Customer Service Operators, where the appropriate signposting is undertaken. Police officers are then able to dedicate their time to tasking and resolution of issues. Customer experience has been improved by the handling of calls by dedicated customer service operators. Performance has also improved with the number of calls answered outside of thirty seconds significantly dropping. The Force have also benefitted from better performance monitoring and reporting due to the technology used in the Contact Centre.

Future Possibilities

Community Safety Hub

24. Across both the City of London Corporation and the City of London Police, there is, at present, a lack of joint strategic direction and consistency in process in the area of community safety.
25. Reviews of formal partnerships (for example Safer City Partnership, Road Danger Reduction Partnership) and existing functions across the two organisations have identified that collaboration at a strategic and operational level needs to be strengthened in order to achieve improved community safety.
26. The City of London Corporation and the City of London Police propose the set-up of a Community Safety Hub partnership to integrate the City of London

community safety strategy and service delivery (which includes co-location, where appropriate).

27. The Hub is designed to reduce gaps in service provision and remove duplication, thereby both improving effectiveness, and enhancing efficiency. Information sharing and collaboration to identify early intervention and prevention opportunities will be an emphasis of the Hub. Improved accessibility of and accountability for community safety services through a single point of contact (a Joint Contact and Control Room (JCCR)) and a wider use of communications methods should flow from successful implementation. Customers should experience a more comprehensive and joined-up response to their service requests.
28. The project team, involving officers from both the Corporation and the City of London Police, is currently identifying services, or functions of services, which could be included in the plans. Areas under consideration include Community Intelligence, Casualty Reduction and Road Safety, Crime Prevention, Emergency Planning and Business Continuity, Markets and Public Protection (pollution control, street trading, financial fraud, food fraud) and fatal/major workplace health and safety investigations.
29. A project outline is due to be tabled at Chief Officers' Group in October, before a Gateway Two report is tabled at Project Sub Committee. The plan will build upon a range of collaborations across a number of service areas, including memorandums of understanding. As the plan is developed, the complete range of benefits will be articulated. This will include improved information sharing, responsiveness, and customer services satisfaction. By improving customer experience, this should reduce the risk exposure to the 'community trigger' provision under the Anti-social Behaviour, Crime and Policing Act. Finally, as with all activity which delivers more efficient and effective services, cashable savings should be derived.

Joint Contact and Control Room

30. A Gateway Two proposal was tabled at Project Sub Committee on 17 June 2014. The ambition of the programme is to implement a fully integrated contact, control and command facility that can be used by either the Police or the City of London Corporation, jointly or independently. At the June 17 meeting it was agreed to progress to the next Gateway.
31. The benefits of this project include a number of cashable and non-cashable efficiencies. These include
 - Joined up approach to the management of events
 - Protection of reputation through a reduction to risk
 - Improved information sharing
 - Opportunity for cashable savings in terms of accommodation requirement, staff and equipment

32. At the Gateway Two stage, the scale of benefits is not yet fully articulated. Future reports will seek further clarity pertaining to the scale of these savings.
33. The project builds on integration activity between the organisations such as the Ring of Steel / CCTV Upgrade programme from which both the City Corporation and the Police will be able to benefit.
34. This project follows on from a pilot which was successful in both reducing the volume of calls received into the Police Control Room and in making significant improvement to the percentage of non-emergency calls answered within thirty seconds.

Facilities Management

35. Following the delivery of the accommodation project, it is anticipated that there will be further scope for increased collaboration in the area of facilities management.

Activity with other Forces

36. Members will be aware that a number of collaborations exist between the City of London Police and other police forces or partner agencies. This section of the report highlights some of the key areas of collaboration, some of which will be better known than others. It should be noted that this is not an exhaustive list. In total there are some 42 arrangements, from informal agreements to signed protocols and arrangements that bring with them significant levels of funding (especially with respect to Economic Crime and National Lead Force activities). Areas covered are diverse and include responding to Chemical, Biological, Radioactive and Nuclear incidents, terrorist related shootings and intelligence gathering to provision of medical services in custody suites and disaster victim identification.
37. The Force currently has 17 separate collaborative arrangements with the Metropolitan Police Service (MPS), some of which include other forces. The longest running collaboration is known as “Benbow”, which is a signed protocol with the MPS and the British Transport Police to provide cross border mutual aid. It has been in place since 1999 and establishes a single command structure for incidents that impact London as a whole or more widely. In addition to training being available (which would otherwise cost in excess of £500,000), the arrangement brings significant benefits to the capacity of all three forces to deal with large-scale public order incidents. Other collaborations of note with the MPS include Armed Response Vehicle Support, a signed arrangement that supports firearms cross border mutual support and means the Force does not have to maintain two armed response vehicles, thereby saving the Force some £200,000. Signed protocols exist for many operational areas covering aspects of policing that are either rare or non-existent in the City (such as suicide killings or kidnaps/extortions) which means the City of London Police can maintain a capability in very specialist areas but without the significant costs attached to maintaining such units.

38. Of particular interest to the City of London Corporation will be the signed agreement with Transport for London which, in addition to providing additional resources to prevent crime and anti-social behaviour also allows resources to be allocated to promoting road safety, supporting the City's target to reduce Killed and Serious Injury incidents on the City's roads.
39. The Force's collaborative arrangements enhance operational delivery, support capacity and capability in specialist areas and often bring with them substantial savings to the Force.

Conclusion

40. The City of London Police and the City of London Corporation have been engaging in a number of collaborative activities over a considerable period of time. This report has provided an overview of activity recently undertaken and has provided an insight into those items which are currently the focus of investigation.
41. There are a number of positive outcomes for closer working: sharing best practice; cost reductions; and better delivery to customer expectations.
42. A follow up report tracking progress and savings will be produced in six months and reported to the Sub Committee.

Background Papers:

Detailed updates are provided for major projects through to Project Sub Committee.

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