

Committee(s):	Date(s):
Police Committee	24 May 2018
Subject: Special Interest Area Scheme 2018/19	Public
Report of: Town Clerk and Commissioner of Police Report author: Alex Orme	For Decision

Summary

This report sets out arrangements for the Police Committee Special Interest Area (SIA) Scheme for 2018/19 and requests Members to confirm appointments to each of the areas. The Scheme (attached at Appendix A) informs of key developments in each of the areas over the past year, highlighting where Member involvement has made a difference. It also gives an overview of the priorities for each special interest area over the next twelve months to assist the individual Lead Members to better scrutinise progress and measure success.

Recommendations

It is recommended that-

- (a) the Special Interest Area Scheme 2018/19 (attached at Appendix A) be agreed, noting in particular-
 - a. the achievements in the year 2017/18,
 - b. the key priorities identified for the year 2018/19,
 set out in the respective area reports;
- (b) Lead Members be appointed for each area in the Scheme.

Main Report

Background

1. The Police Committee has operated a Specialist Interest Area (SIA) Scheme since 2007 in accordance with the terms set out in Appendix A (page 1). The purpose of the Scheme is for Members of the Committee to have oversight of specific areas of City of London Police work and gain expert knowledge and expertise, thus enhancing the Committee's scrutiny and performance management role.

2. The Scheme operates through a direct liaison between lead officers at Force and Members. A contact in the relevant area of business is tasked to make regular contact with their respective SIA Lead Members, keeping them informed of developments or issues which may arise throughout the year.
3. Lead Members are also expected to oversee the work that takes place, challenging and following up issues where necessary. Lead Members are encouraged to raise issues at the Grand Committee where appropriate to ensure that appropriate action is taken. The objective of the Scheme is not to give an 'operational' role to Members; instead, it is intended to boost the support which the Committee provides to the Force in delivering outcomes.

Current Position

4. Members have maintained a significant interest in their areas over the past year and the feedback received on the operation of the Scheme in 2017/18 was very positive. Members have good working relationships with their Force contacts and are developing greater technical knowledge and expertise in their respective areas as well as following up issues more closely. Key achievements for each of the areas have been highlighted in the respective reports of the Scheme attached at Appendix A.
5. As it is customary every year, Members are asked to review the operation of the Scheme to ensure that the areas are appropriate for the Committee's business. For 2016/17, Members agreed to the creation of the Safeguarding & Public Protection SIA. This covers oversight of the ICV Scheme, support for victims of crime, safeguarding and the protection of vulnerable persons.
6. There are no recommended changes to the 2018/19 Scheme.

Consultees

7. The Commissioner of Police has been consulted in the preparation of this report and his comments are contained within.

Conclusion

8. The Police Committee operates a Special Interest Area Scheme whereby one or more Lead Members are appointed to each of the various special interest areas. The Scheme aims to improve the Police Committee's scrutiny and performance management function. The purpose of the report is for the Committee to agree arrangements of the Scheme for the ensuing year. The Scheme (attached at Appendix A) informs of key developments in each of the areas over the past year and gives an overview of the priorities the next twelve months to assist the individual Lead Members to better scrutinise progress and measure success.

Background Papers:

Report on Special Interest Area Scheme to the Police Committee, 19 May 2017

- **Appendices** [Appendix A – Special Interest Area Scheme 2018/19]

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APPENDIX A

City of London Police Committee

Special Interest Area Scheme

2018/19

INTRODUCTION

Aims & Objectives

1. The objective of the SIA Scheme is to improve knowledge on the part of Members about key areas of national and local policing and essential activities of the City Police.
2. It operates by the Police Committee nominating one or more Lead Members to each of the various special interest areas. The Police Commissioner determines a 'Contact Officer' to act a liaison with each of the Lead Members.
3. The Scheme aims to improve the Police Committee's scrutiny function when making decisions on complex issues at each meeting. It is intended that Lead Members acquire the necessary expertise by being more actively appraised of key developments in their respective areas. The objective of the Scheme is not to give an operational role to Members in their respective areas or responsibility for delivery; instead, it is intended to boost the support which the Police Committee provides to the Force in delivering outcomes.
4. Preparation and publishing of the Policing Plan each year involves a significant element of local consultation, in which respect, Members are well placed to reflect the views of their electorates. In order, to assist in that process – and to make consultation into a two-way process, it is desirable for Members to be acquainted at first hand with how the force works, its problems, successes, etc. In this connection the SIA Scheme aims to assist both Members and the Force to deliver the level of policing service which the City community wishes to have but taking account of the constraints which may be placed upon the ability to provide that, eg. financial.

How the Scheme will work

5. Contact Officers are responsible for keeping Members appraised of developments and ensuring that they are reasonably involved in meetings/discussions where general strategic direction in each of the areas is being considered. Parties are requested to keep in touch on a reasonably regular basis – say, quarterly (more often if you wish or feel it to be necessary). It is quite possible that, as a result of these discussions, Members could put forward suggestions for improving the way in which certain things are done in the Force. Members' business/professional skills could be a real benefit. Both Members and Contact Officers are encouraged to speak freely to each other, keeping the Clerk to the Police Committee & the Police Authority informed where relevant.
6. Members are encouraged to keep the Police Committee informed of contacts made/information obtained/any potential problems, etc.
7. Any questions from Members about the SIA Scheme should be addressed to the Police Committee Clerk or the Police Authority.

THE 2018/19 SCHEME

Proposed changes

8. The areas below take account of the priorities for 2018/19 in terms of policing activity and are designed to distribute the Committee's workload more evenly amongst Members.

Areas	Recommendation
Business Improvement, Performance & Risk Management	To continue & to retain alignment with Chairmanship or nominated representative of the Performance and Resource Management Sub-Committee
Strategic Policing Requirement Overview	To continue
Professional Standards and Integrity (& Human Resources)	To continue and retain the alignment with Chairmanship of Professional Standards and Integrity Sub-Committee
Equality, Diversity & Human Rights	To continue
Counter Terrorism	To continue
Economic Crime and Fraud (& Cyber Security)	To continue and retain the alignment with Chairmanship of Economic Crime Board. The role covers oversight of Cyber Security.
Accommodation	To continue
Community Engagement & ASB	To continue
Public Order	To continue
Road Safety (& Casualty Reduction)	To continue
Safeguarding & Public Protection (Vulnerability & ICV Scheme)	To continue.

Business Improvement, Performance & Risk Management

Lead Member for 2017/18

Deputy James Thomson/Andrew Lentin

Officer contact

Stuart Phoenix, Head of Strategic Development 0207 601 2213

Business Improvement

Developments in 2017/18

Implementing the recommendations made by Her Majesty's Inspector of Constabulary, Fire and Rescue Services (HMICFRS) remains a key component of business improvement. In common with recent years, 2017/18 has been a full year from an HMICFRS perspective, detailed below. The Police Committee Lead, Deputy Doug Barrow, was replaced as Chairman of the Performance and Resource Sub Committee by Deputy James Thomson in May 2017, who has since played a key role in the refinement of Force processes relating to this area.

All HMICFRS report findings and recommendations made over the year continue to be entered onto a Force database, where the actions necessary for their implementation are also recorded. That information forms the basis of reports to Performance Management Group and quarterly reports to the Police Performance and Resource Management Sub Committee. That process has been augmented by 1:1 meetings between the Assistant Commissioner and action owners to maintain a firm grip on progress. Deputy Thomson and other Members on the Sub Committee have provided valuable challenge and scrutiny in the areas reported on and contributed significantly to meetings with HMIC Matthew Parr. In these meetings he has balanced championing the Force in numerous areas while providing reassurance to HMICFRS of the independent oversight he provides.

During 2017/18 the Force was inspected in the areas of Efficiency (which was graded 'Good'), Legitimacy (which was graded 'Requires Improvement') and Effectiveness (which was graded 'Good').

2018/19

The Force continues to refine its approach to preparing for and responding to HMICFRS inspections. This will principally be through performing more robust self-assessments, to include peer reviews, more 'reality testing' and incorporating more learning from those forces HMICFRS deem to be 'outstanding'. This will enable the Force to be more proactive in implementing best practice before an inspection rather than simply reacting to findings.

2018/19 will see a change in how HMICFRS approaches inspections. The 'PEEL' Inspection regime (Police Efficiency, Effectiveness and Legitimacy) is being replaced by the 'Integrated PEEL Assessment', which will entail the Force undergoing one inspection instead of three. Whilst this is likely to reduce demand in some respects, it will still cover the same subject areas, however, those areas to be closely scrutinised will be based on risk by HMICFRS. It was anticipated that Force Management Statements, which forces must produce this year for the first time, would inform the Integrated PEEL Assessment, however, HMICFRS have decided that the versions produced this year will not be used for this purpose.

Deputy Thomson will continue to play a vital role in preparing for and participating in these inspections.

Performance Management

As with Business Improvement, Deputy Thomson has been a key individual in shaping how the Force reports on its delivery of Policing Plan Priorities for 2017/18.

Performance against those measures is reported to Performance Management Group, chaired by the Assistant Commissioner and of which Deputy Thomson is a member. Performance is thereafter reported quarterly to the Performance and Resource Management Sub Committee; whose challenge and scrutiny role ensures Force measures remain effective; their role can and does directly impact on policing activity.

2017/18

The Force will continue to refine its approach to reporting performance so that it meets the needs of the Sub Committee, and evidences more effectively the impact its activities are having on areas of criminality.

Risk Management:

Over the past year the Force has developed its Risk Management processes. Oversight of the Force Risk Management Process is maintained through bi-annual meetings with the Assistant Commissioner to review the content of the Force Strategic Risk Register and ensure that the Force risk process is providing information to meet the needs of the Force and Members. The Force Risk Register is submitted to Police Committee for oversight and to provide information on the current status of the Force risk profile.

Deputy Thomson is the Lead Member for risk providing scrutiny to the risk assessment process, ensuring it is robust and the risk scoring can be justified. Minutes of the Quarterly Risk & Business Continuity meeting are provided to the Lead Member prior to his meeting with the Assistant Commissioner so that he is aware of the full discussion around Force risks and is able to question information contained within the register. To provide additional scrutiny to the Force risk register, under the guidance of the Lead Member, the Force has embedded a risk audit process where green scored risks are reviewed to quality assure the control scores and assumptions. This is an additional level of scrutiny that was requested by the Assistant Commissioner to provide assurance that risks are being managed as documented.

2018/19

The Force risk process is very well evolved, however over the coming year, it will be refined to complement the Strategic Threat Risk and Harm process (STRA), ensuring that risks identified as part of that process are reflected in the Force and Directorate level risk registers.

Strategic Policing Requirement Overview

Lead Member for 2017/18	Deputy Henry Pollard
Officer contact	Stuart Phoenix, Head of Strategic Development 0207 601 223

Background

The Strategic Policing Requirement (SPR) is now in its sixth year of operation. It was introduced in 2012 to articulate those threats that in the Home Secretary's view are so serious and transcend force boundaries that they require a coordinated regional or national response. The national threats articulated in the SPR remain Counter Terrorism, Serious and Organised Crime, Public Order, Civil Emergencies, Large Scale Cyber Attacks and Child Sexual Abuse, which was added in 2014/15. Police and Crime Commissioners and Chief Constables are required to have regard to these threats developing their plans and ensure they have the capacity, capability, connectivity and consistency to contribute to countering the threats.

Achievements in 2017/18

As last year, part of the Autumn PEEL Effectiveness inspection included HMICFRS assessing the extent to which the Force was meeting its obligations to support the SPR, with a continued specific focus on protective services, notably preparedness to deal with a marauding firearms terrorist attack (MFTA). HMICFRS noted in the report that the Force is alive to its vulnerability as a target and has risk-assessed and responded appropriately to that threat. It also notes that the City has invested in the largest infrastructure of automatic number plate recognition protection in the country.

The Force was able to supply HMICFRS with examples of its arrangements to test its firearms capability in exercises with neighbouring forces and other agencies, which included responding to a MFTA.

Overall, HMICFRS found the Force has good specialist capabilities and effective arrangements in place to ensure it can fulfil its national responsibilities. The area was left 'ungraded', as it was for every force due to the sensitive nature of the area being assessed and HMICFRS not wanting to place vulnerabilities in this area in the public arena. If HMICFRS had any issues with specific concerns around a force's ability to fulfil its obligations in this area, they undertook to write to the Chief Constable and Police and Crime Commissioner to detail those issues. City of London Police has not received any such letter. None of the areas for further improvement cited in the report relate to SPR areas.

City of London Police's commitment to supporting the SPR has been retained in the revised policing plan (2017-2020), which has been updated for the 2018/19 financial year.

The Force uses the 'Management of Risk in Law Enforcement' model (known as MoRILE) to identify and assess those risks that pose the greatest levels of threat and harm to the City. Many of the areas identified as a result of that process map directly onto the SPR areas, notably counter terrorism, cyber-attack, child sexual exploitation and public order and feature prominently in the Force's operational plans.

To support the MoRILE process, the Force has produced separate Strategic Threat and Risk Assessments for each of the SPR areas, which has informed the review of the latest full Strategic Assessment and resulting Control Strategy.

Deputy Pollard has met with the Head of Strategic Development to review the work that has been completed to ensure the Force can fulfil its SPR obligations.

2018/19

It is likely that the SPR will continue to feature in the Integrated PEEL Inspection under the guise of 'specialist capabilities'. It will also continue to feature prominently in the Force's Strategic Threat and Risk Assessment (STRA).

The national agenda for specialist capabilities, and the role played by individual forces in the delivery of those specialist capabilities is still being scoped by the National Police Chiefs' Council.

Professional Standards, Integrity and Human Resources

Lead Member for 2017/18	Alderman Alison Gowman
Officer contact	D/Supt. Maria Woodall, Head of PSD 020 7601 2203 HR Director, Julia Perera 020 7601 2230 Head of Strategic Development, Stuart Phoenix 0207 601 2213

Professional Standards and Integrity Sub Committee:

Alderman Gowman (Chairman) and Members of the Professional Standards and Integrity Sub-Committee continue to provide independent oversight of the Force's Public Complaints and other Professional Standards (PSD) business through the Sub-Committee. The Sub-Committee is represented at the PSD Working Group by the Town Clerk's Policy & Project Officer and Alderman Gowman and the Policy Officer attend the Integrity Standards Board. Both of these meetings feed into the Organisational Learning Forum as the strategic meeting for force-wide learning.

Alderman Gowman and Sub Committee members have continued to drive improvement of the PSD reporting documents following the initial recommendations of their review. The Chair and the members have been consistent in their challenge and scrutiny of PSD investigation standards and the PSD quarterly report to the Sub-Committee. They provide independence and objectivity, ensuring that PSD investigations are open, fair and proportionate.

Members have taken an active interest in the Civil Claims element of Professional Standards and continue to provide support in this area.

The Chairman is conscious of the current trends within the area of Professional Standards and considers issues that may affect PSD investigations, such as property, sponsorship and gifts & hospitality.

The Professional Standards Directorate has continued to experience changes to its personnel this year, which has impacted on continuity, experience and corporate memory.

PSD continues to actively support the COLP Leadership Development Programme which seeks to empower and enable creative leaders and develop staff. Within the department there are Leadership Coaches and Facilitators.

PSD actively supports the education of colleagues in respect of standards. Staff from the Complaints and Misconduct Team deliver presentations on all induction courses. Presentations have also been delivered to custody sergeants, uniformed groups, the Special Constabulary and the Tactical Firearms Group.

In September, the College of Policing held the inaugural 'Heads of Professional Standards and Appropriate Authority Development Course' at Harperley Hall in Co. Durham. Two members of the SMT attended this course ensuring that CoLP PSD decision makers have been professionally trained to the highest level currently available from the College of Policing.

PSD sent three delegates to the Professional Standards & Ethics Conference 2017 at Stratford-upon-Avon. At the conference the Home Office delivered a presentation about the forthcoming impact of the Policing and Crime Act 2017, Dame Anne Owers (former Chair of the Independent Police Complaints Commission, IPCC) shared her view of how the police could improve the complaints process and valuable learning was gained from case studies and other presentations about improving our business. Of particular note was the work of Kent Police's and the Metropolitan Police's cultural shift from blame to learning. This has given rise to CoLP's ambition to do the same.

In March 2018, the Director hosted a PSD Team Strategy Day which was attended by all departmental staff and Assistant Commissioner, Head of HR Business Partnerships and the Policy and Projects Officer of the Police Authority. The theme for the day was how to work together efficiently and effectively to deliver a cultural shift from blame and sanction to learning and improvement. It was a great success and will give rise to an action plan to guide our work in the coming year.

PSD and Human Resources (HR) now meet monthly and compare the outcomes of meetings and hearings on a yearly basis to ensure consistency in approach and sanction between police officer and police staff.

Key Issues for 2018/19:

- PSD is prepared for a move to New Street accommodation this summer. The facility and logistics of holding misconduct meetings in public still poses a problem for PSD. The new accommodation will include the facility to hold misconduct meetings, in public, on the premises.
- While the SMT had considered the current structure to have been adequate, the Director is reviewing this in association with HR and Directorates, ensuring that PSD is able to maintain effectiveness and performance while responding to the recommendations of HMIC and other national requirements in areas such as Vetting.
- The HMICFRS inspection this year is expected to incorporate a focus on counter corruption. Previous reports have highlighted the need for an enhanced proactive capability within the COLP Counter Corruption Unit (CCU). The SMT is currently exploring options to increase the efficiency and effectiveness of the CCU particularly in respect of closer working relationships with the other London forces. The Home Office and Independent Office of Police Conduct (IOPC) will understandably continue to focus on accountability, corruption and abuse of authority.
- Inception of the IOPC (formerly the IPCC), now led by a Director General (Michael Lockwood), who took up post in October last year.
- Home Office reform of the police complaints and disciplinary systems. This is expected to move the focus of these processes from one of 'blame and sanction' to one of 'learning and improvement'. The Director is working with colleagues to bring about this change of culture in support of the Force ambition to deliver an exceptional policing service.

- Policing and Crime Act 2017– The Force does not envisage the major changes under the Act to be implemented until early 2019. Force Appeals will move to the Local Authority (The Common Council). The Town Clerk’s Office and PSD Appeals Officer are working together to prepare for the changes, however this is subject to the details being published by the IOPC in their forthcoming Statutory Guidance.

The full impact of the changes to the recording of complaints or dissatisfaction will be considered when the detail is available in Statutory Guidance. However, it is anticipated that there will be an increased burden on both the Force and the Local Authority e.g. all expressions of dissatisfaction will need to be recorded even if the Force decides to take no action (currently such matters are not recorded). An appeal against a decision to take no action would have to be considered by the Local Authority.

- Changes to Police regulations are expected to be introduced in 2019 to coincide with the overhaul of the disciplinary system.
- The force is seeing an increasing use of Judicial Reviews (JRs) both to challenge our decisions and for PSD to challenge some decisions made by the IOPC. In 2017-18 we have had an application for JR against IOPC turned down by the court and another we settled prior to the application proceeding. The Force is currently making an application to JR an IOPC decision to direct us to hold a misconduct hearing where we believe the evidence does not justify such a direction. We anticipate a further JR application from an IOPC independently investigated case where the Force is likely to be directed to hold a misconduct hearing. It is expected that the need to JR the IOPC in such circumstances will diminish in 2019 as the IOPC will be empowered to conduct misconduct hearings themselves.
- Two-way confidential reporting has been in place in the Force for almost a year. This has placed an increase in demand on the Counter Corruption Unit (CCU). There have been 55 concerns raised through this system, each of which has required some investigation.
- October 2017 saw the long-awaited introduction of the new College of Policing Authorised Professional Practice (APP) for Vetting and the Vetting Code of Practice. This was pre-empted by CoLP vetting and as such was compliant with the Code and APP. Nationally, there is still some challenge to aspects of the APP which vetting are monitoring and engaging on where appropriate.
- There continues to be a high demand on vetting from transferees and new recruitment of both officers and staff. A number of changes and development within the force has also placed a demand for the vetting of contractors to support the accommodation and Know Fraud programmes. In addition to this, Action Fraud have a continued demand for staff at their call centre. This is being managed with support and funding from Action Fraud for two years for a dedicated Vetting Assistant to meet Action Fraud requirements.
- Resources and staffing issues. PSD is recruiting new staff to fill existing roles that have been vacated. These changes will have an inevitable impact on continuity and relevant expertise in

dealing with Misconduct, Complaints and Corruption, Vetting and the provision of administrative support. PSD continues to support the COLP STRA process through which the Director is able to highlight areas where demand exceeds existing resource capacity.

- The Force is embarking on the TRANSFORM programme which will change the way the organisation does business to deliver the Corporate Plan 2018 – 2023. PSD will work to support this both in terms of maximising the efficiency of our team and as a critical friend for colleagues.
- Following the successful launch of the quarterly Professionalism Bulletin, the Director is working with Corporate Communications to develop a communication strategy for PSD, the purpose of which is to demonstrate openness and accountability to colleagues and break down communication barriers. Corporate Communications have allocated a member of staff as the single point of contact for this work.

Equality, Diversity and Human Rights (EDHR)

Lead Member for 2017/18

Lucy Sandford

Officer contact

Kam Dhaliwal Equality & Inclusion Manager 0207 164 8212

Overview 2017/2018

The year ahead was planned to embed equality and inclusion in the forces culture and processes. T/Insp Conigliaro created the City of London Police Workforce Plan 2017 - 2020 to ensure we have a detailed understanding of the workforce today – in terms of numbers, skills and demographics – and that it understands the pressures which will impact on the workforce in the future. Documents and reports were referenced to understand the community and its policing needs.

Our Force

The current establishment of the City of London Police allows for 728 officers and 468 staff, and we currently employ 681 officers and 407 staff. Approximately a quarter of our officers and 45% of our staff are female, whilst 6% of our officers and at least 20% of our staff come from a BAME background. 134 officers are eligible to retire over the next 4 years, and we anticipate that the vast majority will take up this option. Due to retirements, resignation and other reasons, the turnover rate for police officers is historically approximately 8%, with the economic crime directorate suffering the most from voluntary resignations by officers.

Compared nationally, City of London Police has been successful in creating a diverse workforce within the police staff members. BAME representation amongst officers whilst matching national averages, still fails to be truly representative of the surrounding communities. The force is committed to increasing its proportion of underrepresented groups at all levels within the organisation with specific reference to BAME staff and Women at senior ranks and grades within the force.

Out of 46 Police Forces, we had the second lowest gender pay gap for Police Officers after Cleveland Police Force. We will use our report results to understand levels of gender equality in our Force, balance of male and female employees at different levels and how effectively talent is being maximised and rewarded.

Our Community

The Community we serve is unusual when compared to other forces. We police a square mile that predominately consists of people who are transient and travel into the area for work and tourism. Approximately 28% of residents either reside in the City full-time or they have two homes, with the City home being their working home rather than the family home. The largest non-white group in the City of London are Asian accounting for 12.7% of the resident population, primarily in one small ward to the East of City.

Training & Developments

2017 was a challenging year for Equality and Inclusion with the introduction of the Niche (Policing Computer System) and providing more policing resources to combat counter terrorism nationally. From February 2017 all non-mandatory training was put on hold to ensure all staff had received Niche training. Niche training was delivered to all staff in stages to help assist with the learning and development. The training was successfully delivered to all staff and Niche was introduced in

October 2017. During 2017 we dealt with counter terrorism attacks in London and we provided policing resources nationally. This led to T/Insp Conigliaro being moved to a front line operational role to help us assist in providing support. Unfortunately, the Equality and Inclusion role was vacant for some months and the fantastic work that T/Insp Conigliaro had started, had to be put on hold.

The Police Committee SIA Lead highlighted the need for the Equality and Inclusion role to be filled by a Police civilian staff member rather than an operational officer, to help maintain consistency in the role. The SIA Lead's recommendation was implemented, and a new Equality and Inclusion Manager was recruited to the role. Kam Dhaliwal was appointed in October and she started her post in January 2018. Kam is very enthusiastic about equality and inclusion and she is looking forward to working with the Police Committee SIA Lead and HR team.

Priorities for 2018 – 2019

T/Insp Conigliaro completed valuable work to help us understand how equality and inclusion is currently reflected in our force and community. This work will help us to deliver achievable results that are sustainable and will enable us to be an inclusive workforce and community. Some new initiatives are being introduced and some are being brought back. Our processes are being reviewed and changed to allow flexibility and improvements. Kam, SIA Lead and the HR team will work together on a number of key projects in the pipeline.

Equality & Inclusion Meetings: Two Equality and Inclusion meetings will be introduced in April and May 2018. The Equality & Inclusion Forum is being introduced in April 2018. The aim of this forum is to discuss the work Kam has been doing and to hear from each Staff Support Network (SSN) and Union representative on their work. Each Representative will be asked to share the current issues they are dealing with and the work that they have done. This will allow the group to recognise any emerging patterns, behaviours or issues and to collectively strategise on ways to resolve the issues. The Forum will be open to internal and external departments to promote or share the work that they are doing with the group. The collective voice of the Equality & Inclusion Forum will link into the Equality & Inclusion Board.

The Equality & Inclusion Board meeting is being re-introduced in May 2018. The Equality & Inclusion Board will continue to monitor performance of the force and Lucy will be present at the boards to see how the force is performing. The Police Committee SIA Lead will be included in the updates relating to the work of the staff support networks and how this links into the wider force objectives around equality and inclusion. The team will continue to seek best practise from other forces, and work collaboratively to make our working practises better in respect of equal opportunities. The compulsory consideration of Equality Impact Assessments and the necessity to include our Police Committee SIA lead member on the consultation process where applicable will continue to ensure transparency.

Community Engagement & Consultation: We are networking with other police forces, government organisations, community groups, schools and charities to help us build healthy relationships and assist with learning. We are looking to attract a more diverse community group that challenges us. We are working together to help increase publicity, awareness and the benefits of community engagement. This will allow us to understand the barriers, community perceptions and concerns.

National Police Chiefs Council (NPCC) Equality & Inclusion Workforce Plan 2017 – 2025: The workforce plan focuses on Leadership & Culture, Attraction/Recruitment, Progression Delivery, Wellbeing & Fulfilment and Exit from Service with Dignity. HR and Kam have consulted on this draft and it was noted that the City of London Police are working towards the current direction. HR have a number of Equality and Inclusion strategies that complement the NPCC Workforce Plan.

HR – Equality & Inclusion Aims

- Regular staff engagement tools including staff surveys to assess employee engagement and identify opportunities for improvement;
- Focus groups to discuss results and take action;
- Internal employee communications plan including ‘Ask the AC’ and Chief Officer visibility;
- Staff Association engagement through partnership working;
- Mentoring Scheme to support officers and staff with their professional and personal development;
- Review of our reward policy to ensure that good work and initiatives are appropriately recognised;
- Implementation of a streamlined process to support individuals requiring reasonable adjustments;
- Provide guidance to line managers on how to support staff with a disability both prior to and after joining the Force;
- Annual review of exit interviews to identify trends of individuals leaving the organisation, particularly amongst under-represented groups;
- Introduction of Wellbeing Framework;
- Retention Strategy;
- Talent Development Strategy.

Counter-terrorism

Lead Member for 2017/18	Deputy James Thomson
Officer contact	Detective Superintendent Dermont Robinson, Crime Directorate

CoLP Special Branch (SB) continues to lead on the collation and development of intelligence related to terrorism and domestic extremism and to investigate all instances of potential terrorist activity in the City. Counter Terrorist Security Advisors (CTSA) continue to provide expert security advice to enhance the protective security of the City.

2017 was a unique year for the UK mainland with 5 terrorist related attacks, others disrupted and the threat level raised to Critical on two separate occasions.

CoLP is well integrated into National and London structures and COLP SB attended all scheduled and extraordinary Security Review Committee (SRC) meetings throughout 2017/18. These meetings, led by the MPS, comprise national membership and take place at least fortnightly.

This integration ensures CoLP access to timely, accurate intelligence which SB updated to each CoLP Gold Group meeting during the heightened threat, informing coordinated, proportionate police deployments and appropriate information sharing with partners & communities.

Following the rise in threat level to Critical after the Parsons Green attack, SB prepared and supported the implementation of special measures for Stop and Search under Section 47a of the Terrorism Act 2000. This requires senior authority and provides more extensive powers to officers.

During 2017-18 the SB Fixed Intelligence Management Unit (FIMU) received 5351 separate items, as the single point of entry into CoLP for all Counter Terrorism/Domestic Extremism matters. 1041 of these were further developed into intelligence or investigations.

SB continues to monitor the threat from Northern Ireland Related terrorism, albeit the threat level to the mainland UK was reduced to Moderate on 1st March 2018.

229 Operation Lightning reports (potential hostile reconnaissance) were received and investigated during 2017-18; an increase of 39% on 2016 and the highest level since 2009. No investigations are outstanding; all have been investigated fully.

Reporting peaked in June following the terrorist attacks at London Bridge / Borough Market and Finsbury Park. We also saw increased reporting in March, May and September coinciding with the attacks at Westminster Bridge, Manchester and Parsons Green.

During 2017 SB delivered a total of 664 briefings to internal and external audiences, including general threat advice to businesses and guidance to officers and staff before deployment.

The out of hours SB on-call cadre responded to 50 requests for bespoke CT assistance or advice outside core business hours. Whilst fewer than in 2016 this reflects that, during 2017, SB was staffed 24/7 throughout periods of heightened threat providing advice and guidance regularly.

Detailed threat assessments have been compiled for 116 high profile events and state visits, informing the policing plan for each and allowing a proportionate and effective response.

Project Servator

Project Servator officers continue to see excellent results within the City and have hosted UK and international forces keen to learn about the project. Specially trained CoLP officers regularly work

with the Metropolitan Police Service, British Transport Police and Ministry of Defence Police in unpredictable, intelligence-led deployments across London.

As the original pilot force (2014) and the national lead for training and supporting other forces, CoLP has received additional funding for 2018/19 to create the National Project Servator Team (NPST), taking over coordination from the Centre for the Protection of National Infrastructure (CPNI). The NPST will train, accredit and support other forces to instigate and maintain Project Servator.

Counter Terrorism Security Advisors (CTSA)

It has been a challenging period for the CTSA team, managing the impact of terrorist incidents and the inevitable demand for protective security advice. After the London Bridge attack a CoLP Inspector was posted to the Metropolitan Police Service (MPS) Protective Security Office to support a pan London response and ensure CoL representation.

A new CoLP Inspector post responsible for Protective Security and the CTSA's was created in July 2017. The new role has meant much closer and collaborative working between CoLP and the City of London Corporation (COLC) to review security at key sites, our public spaces and our events. The post holder is also a Counter Terrorism Security Coordinator for major events.

The CTSA's experienced reduced staffing levels, with 2 vacancies for most of this period, mainly due to vetting delays; these have been overcome taking the team to a full complement of 1 Inspector, 1 Sergeant and 5 CTSA's. There will be a period of development as new staff undergo the 18-month accreditation process, and existing CTSA's complete their accreditation.

CTSA's continue to support our business community maintaining an excellent reputation. Despite staff shortfalls they delivered against all priorities set by the National Counter Terrorism Security Office, as well as being integral in the consultation process for CoL public realm sites and new developments.

Whilst terrorist incidents have increased demand during the reporting period, the team has continued to deliver 'business as usual' requirements of Project Griffin, and more general CT awareness to the City.

Project Griffin (CT awareness raising) continues to be a key engagement opportunity for the force and in 2017/18 the CTSA's hosted 40 Project Griffin events, reaching an audience of 1507 people.

The CTSA section has also delivered 29 Project Argus table top events, reaching 1946 people.

2017/18 saw a further 42 CT Awareness events, reaching another 1416 people.

City of London Anti-Terrorism Traffic Regulation Order (ATTRO)

Since November 2016, the CoLC, CoLP and Transport for London have had an Anti-Terrorist Traffic Regulation Order (ATTRO) which can be used in urgent cases and for certain pre-planned events within the City of London's boundaries. Use was limited to the following;

- The 2016 New Year's Eve celebration
- The funeral of PC Keith Palmer at Southwark Cathedral (11 April)
- The IAAF Marathon event (6 August)
- The 2017 Lord Mayor's Show & Fireworks (11 November)
- Grenfell Tower Memorial Service at St Paul's Cathedral (14 December)

Looking ahead

The terrorist threat to the UK is becoming more diverse and multi-dimensional with a growing threat from right wing extremism and this is likely to continue throughout 2018.

The need for a 'whole society' response to countering extremism will become more important and our joined-up approach with industry and the CoL business community will become even more important.

CoLP SB will fully embed the National Common Intelligence Application, the single national IT system.

Police Authority Support

The Head of Counter Terrorism for CoLP meets with the Lead Police Committee Member, Deputy Thomson, regularly. We are grateful for Deputy Thomson's interest and support.

Economic Crime / Fraud

Lead Member for 2017/18	Simon Duckworth
Officer contact	T/Commander Dave Clark 020 7601 6743 DCS Glenn Maleary 020 7601 6925

Developments in 2017/18

City of London Police was part of a Cabinet Office led review into performance of national agencies involved in the investigation and prosecution of serious and organised crime. The Chairman of the Economic Crime Board, the Chairman of the Police Committee and the Remembrancer have provided instrumental support over the last year engaging with government and the Association of Police & Crime Commissioners in respect of the review and COLP's position as national lead force.

The outcome of the review is an economic crime reform programme led by the Home Office. The programme includes the creation of a National Economic Crime Centre (NECC) hosted in the National Crime Agency. This will lead and coordinate activities of law enforcement and the public and private sectors. COLP is fully supportive of the programme and has committed to contributing resources to the design and operation of the NECC. The Town Clerk is considering if the Corporation can also support the NECC through potential accommodation provision in 2019/20.

There has been substantial government and parliamentary attention on the effectiveness of the police response to fraud. The National Audit Office published a report on online fraud and an HMIC thematic inspection for fraud was commissioned by the Home Secretary. COLP chief officers gave evidence at Public Accounts Committee and Home Affairs Select Committee inquiries on behalf of policing. The Remembrancer's office provided support for the preparation of written and verbal evidence related to these inquiries.

The transformation programme for the new IBM contract for national fraud and cyber reporting has continued with the Corporation and Members providing vital support for the programme and assistance with legal and commercial issues that have arisen during the year. The new system is due to go live in spring 2018.

The Economic Crime Academy has secured new business in the public and private sectors both in the UK and abroad. The Academy secured agreement from the College of Policing to develop an elective fraud module within its PIP2 training programme (Professionalisation of Investigation Programme). The Academy will also hold the national register of accredited fraud investigators on behalf of policing. Members and the Corporation continue to raise the external profile and international reach of the Academy.

Additional funding was secured from the National Cyber Security Programme, and the Economic Crime Victim Care Unit (ECVCU) model has been rolled out in West Midlands and Greater Manchester. The ECVCU model has been developed in London with funding and support from MOPAC and the Town Clerk's department.

Throughout the year COLP received a number of ministerial visits to its Economic Crime Directorate, which were supported and/or facilitated by Members.

Priorities for 2018/19

- Maintain COLP's position, reputation and funding as the national police lead for economic crime
- Contribute to Economic Crime Reform Programme deliverables including working collaboratively with the National Economic Crime Centre to reduce the threat and harm from serious and organised economic crime
- Improve the national response to fraud by working with law enforcement, government and other partners to deliver key recommendations from the Public Accounts Committee, Home Affairs Select Committee and HMIC thematic review
- Work with policing to transform fraud capability and capacity through training and accreditation, tasking and coordination reform, regional collaboration and workforce planning and modernisation
- Deliver the new Action Fraud and NFIB contract demonstrating the benefit and value of the service to Police & Crime Commissioners, Chief Constables and other government stakeholders and develop the service to integrate with other data sources
- Encourage organisations to design fraud and cyber vulnerabilities out of systems and processes, and educate the public on how to avoid becoming victims of fraud and cyber crime

Accommodation

Lead Member for 2017/18

Deputy James Thomson

Officer contact

Martin O'Regan, Accommodation Programme Director, 020 7601 2111

The City of London Police has continued to develop the accommodation strategy requirements in line with the principles agreed at the outset of the programme. Clearly, as the programme continues to develop the Force must respond to any new operational demands ensuring the concept plans for the new estate are cohesively aligned to these emerging requirements. Strategic Accommodation Board meetings continued throughout 2017, ensuring the key objectives of the programme were monitored and achieved. Regular meetings have also continued with the Chamberlain's office, the Police Authority, the City Surveyors, the CoLP Director of Estates and James Thomson as Lead Member. These engagements have all contributed towards collaborative and positive progress for the overall accommodation programme.

The Accommodation Programme is now regularly reported to the Police Committee receiving positive support from all members on taking the programme forward. Detailed reports are now also being developed as part of the new governance arrangements within the new Capital Buildings Committee.

Achievements in 2017/2018

During the past year:

The City of London Police has jointly continued developing the overall Accommodation Programme with the Chamberlain's office and City Surveyors. Significant concept design were developed regarding the overall proposed development of the Wood Street facility as the City of London Police Headquarters. However, a number of significant issues subsequently emerged.

Detailed negotiations took place between designers, planners and Historic England, as part of the pre-planning application process, in seeking to achieve a realistic design maximising the overall space that would be acceptable to all parties for the development. Unfortunately, officers from the LAC had not supported the proposed tower extension to 12 floors as they considered this to be deemed 'substantial harm' to the existing tower. Amendments were subsequently included within the design to now reflect the feedback from the various bodies within the planning documentation. Following final design considerations and Member approval, a planning application was submitted in March 2017.

Ultimately, the final design significantly reduced the overall space availability requiring substantial compromises from the Force. Upon review, these compromises were deemed operationally unviable and would have had too detrimental an impact upon the operating requirements for the Force going forward.

Corporation and City of London Police colleagues were then urgently tasked with seeking potential alternative options to the Wood Street facility. During this period, an additional opportunity arose regarding HM Courts Service. A joint programme initiative is now being explored to consider the co-location of HM Courts and City of London Police facilities on an adjacent site further to the west of

the City.

First stage feasibility scoping has indicated that the opportunity is viable upon the site identified. Members of the new Capital Buildings Committee considered the feasibility proposal from the architects in March 2018. At this stage, Members are keen for the next stages of the design development to be progressed encapsulating the requirements of HM Courts and the City of London Police with the added potential of some commercial development opportunities on the overall site.

Decant refurbishment works for the interim estate for the City of London Police has dominated the main programme during 2017. This continues to have a significant impact across the Force in preparing the decant readiness of the identified buildings and the potential disruption to police operations. Current estimates suggest the decant phase alone will require the relocation of approximately 50 operational teams, involving over 500 staff.

A number of key projects have continued involving detailed logistics planning of the accommodation programme within the Force. These include:

- Decant planning group
- IT management
- Finance / procurement management
- Control room (including early phase of Joint Command & Control Room with the Corporation)
- Custody design group
- Parking review group
- Digitisation project – for the reduction of retained documents
- Mobile technology development project across the Force
- The above list is purely a demonstration of the level of detail required in managing such a large and complex programme. Below these key headings there is a range of significant sub projects, all focussed upon delivering the interim and final estate for the City of London Police.

Priorities for 2018/2019

- Development of the detailed operational space utilisation plans for the City of London Police
- Agreement on the CoLP accommodation requirements for the future operating model of the Force
- Development of project groups and work streams for the programme
- Implementation of necessary refurbishment improvement works to the decant estate
- Mobilisation of CoLP decant works programme
- Implementation of logistics and moves programme to interim estate
- Approval and development of the Car Park facilities for interim operational use for CoLP
- Completion of Control Room project (Joint Contact and Control Room (JCCR))
- Detailed monitoring and forecasting of overall programme expenditure

Community Engagement & ASB

Lead Member for 2017/18

Lucy Sandford

Officer contact

T/Chief Insp Jesse Wynne 0207 601 2472

Achievements 2017/18

Engaging and Reassuring our Communities

Communities officers were deployed following the terrorist attacks this year, namely Westminster, Manchester, London Bridge, Finsbury Park, Parsons Green and the Murder of Jo Cox MP. This was to both to reassure our communities and assess whether any increased community tension is being experienced as a result. Officers were also deployed at key locations and transport hubs this year following attacks in Paris, Brussels, Hamburg, Barcelona and Finland as part of the pan-London response. Following these incidents there has been positive feedback regarding the visibility of officers and no increased tensions reported.

Reviewing how we engage with our communities

Working with the Safer Communities Project Team under the One Safe City Programme and Corporate Communications, the methods through which we engage with our communities have been reviewed and a proposal for improving our website and social media use produced for implementation in 2018/19. The Engagement Working Group continues to improve inter-department working across the force and with the Corporation of London and to ensure our engagement takes in the views of our partners.

Engaging our schools and our young people

A new Youth Independent Advisory Group has been formed through the Schools and Youth Officer, with the overall aim of providing a conduit between the force and the youth community, to ensure we represent the interests of those we serve and consider their input in our approach and delivery of policing services. Our Police Cadets continue to be a credit to the force and throughout the year have helped to support the City of London Police during operations such as the Lord Mayor's Show and crime prevention bike marking events. Two police cadets this year have become special constables. There is also a 'Mini-Police' scheme in development for primary school age pupils to be involved in a voluntary police youth scheme which will also have a cyber awareness element to the programme. The SIA Lead Member has expressed a concern that both the IAG and YIAG are not independent as they are run by the police. They are of the view that these groups need to be run by or supported by an external body. Ideally need to have public terms of reference and Job description/person specifications for roles on these advisory groups to encourage members of the public to take up these positions.

Community involvement in Project Servator

As part of the community's crucial involvement in Project Servator, the Force piloted ReACT training for security personnel, a natural lead on from the Project Griffin training most guards in the City undertake. The training concentrates on preparing specialist guards in key businesses and areas around the City to work jointly with the Project Servator team, including the following subject matter:

- Understanding the current threat
- Understanding hostile reconnaissance
- Recognising suspicious activity
- Situational awareness

- Motivating and de-motivating behaviour and impact on the hostile
- Project Servator messaging
- Supporting police deployments

Such has been the success of the pilot sessions in the City that 2017/18 has seen the development of a permanent national Servator team who are rolling our Servator training to forces nationwide lead by a Superintendent.

The local Servator team also continues to work daily with our local community with a dedicated team of 1 sergeant and 8 police officers.

Tackling and Preventing Anti-Social Behaviour (ASB)

ASB - Youths cycling

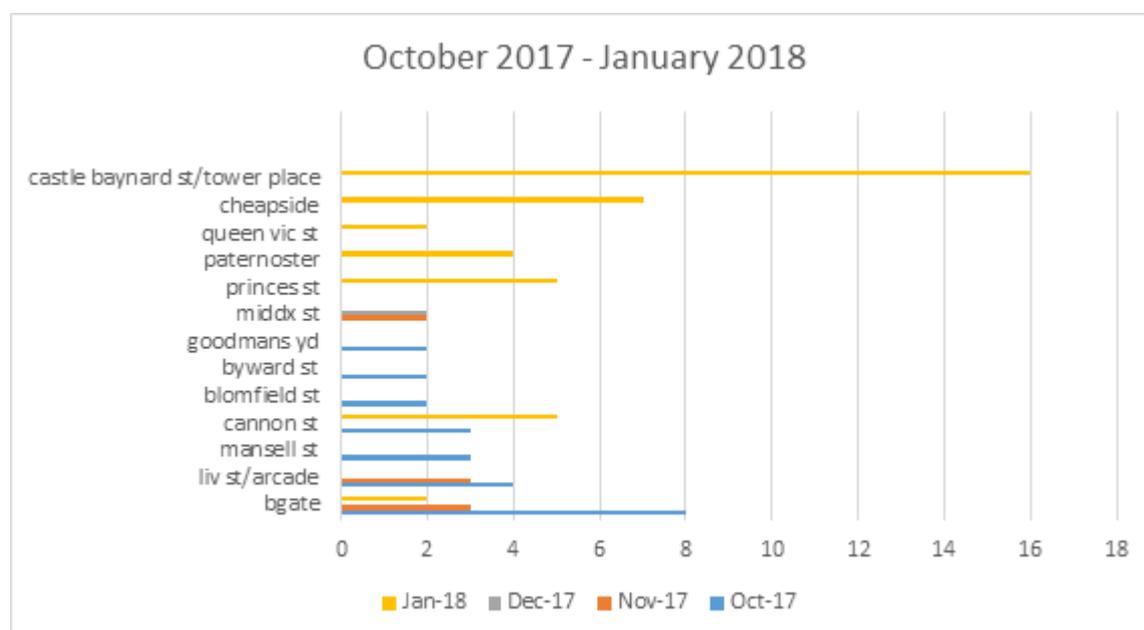
Noticeable and already being managed is the steep increase in reporting around youths cycling, often in large numbers, in the area of Castle Baynard Street and Tower Place. Reports mention them being aggressive and being intimidating and on at least one occasion an assault of a delivery driver has occurred. This has been a recurring problem at the weekend and during school holidays. This is receiving a multi-agency response as well as liaison with local businesses impacted by the behaviour. Section 35 dispersal powers are being utilised and engagement work has been undertaken along with the Metropolitan Police and British Transport Police in encouraging the organisers of these events to seek alternative locations to cycle. The Lead Member has raised questions about oversight and reporting of these powers.

ASB - by type

The predominant reasons for reporting ASB remain related to rough sleeping and begging.

Repeat locations

Some locations are continuing to repeat from previous reporting, but some new ones are emerging, as can be seen from the yellow bars across the first chart. The first and longest – Castle Baynard Street relates to the youths cycling in large groups and causing a nuisance. Previous repeating locations from earlier reporting are not as prevalent in January, for example Bishopsgate, and may be as a result of patrol strategy activity.



Begging and Vagrancy Response

- Op Alabama continues with patrols aimed at hot spots of begging and associated anti-social behaviour. Officers use Community Protection Notices to disrupt offenders whilst working with the CoL to offer support to those who are vulnerable.
- Surgeries at local businesses and in public areas, have been held promoting the CoL winter campaign aimed at helping rough sleeper's access support services.
- The winter campaign has also been promoted through a number of business forums across the City, with front line security teams briefed on how to report rough sleepers via the streetlink facility.

Licensing

The CoLP Licensing Team continues to work closely with the CoL Licensing Team, undertaking joint licensing visits and taking a pro-active approach to addressing any issues.

The Late Night Levy in the City is now in its fourth year and a regular forum with premises operators ensures they have a say in how the funds are used. The Levy provided a considerable increase in resources over the busy Christmas period and in December funded a successful pilot of joint patrols between a police officer and London Ambulance Service paramedic to relieve the heavy demand on the emergency services caused by the night time economy. 90% of the calls attended by the police/paramedic cycle team were assessed by the paramedic as being alcohol related. 79% of these calls resulted in ambulances being cancelled and alternative outcomes being sought.

2018/19 Priorities

- To continue to support the Corporation of London and outreach services to address homeless and begging issues within the City
- To continue progress towards a joined-up approach to engagement across the force and with the Corporation of London, through contact sharing and the joint Community Engagement Working Group
- To implement the social media and website developments as a result of the force's engagement review
- To ensure best use of the Late Night Levy funding to provide resources at the right time and place to support a safe Night Time Economy
- To provide REAct training to security personnel across the City of London to heighten their awareness of hostile reconnaissance and involve them in joint deployments with Project Servator officers.

Public Order

Lead Member for 2017/18

Emma Edhem

Officer contact

Chief Supt David Lawes and Chief Inspector Rob Wright,
Uniformed Policing Directorate.

020 7601 2101 / 2085

Developments and Achievements in 2017/18:

Public Order Demands in the City of London

The table below shows public order offences have increased in comparison to the last performance year 2016/17 by 27.7%. Nevertheless, between 23/10/2017 – 23/03/2018 where these offences increased by a significant 85.71%, violent crime decreased by -25.32%. Dip sample analysis shows Bishopsgate, Liverpool Street and London Wall as repeat locations for both crime types. Further analysis would need to be conducted to attribute the decrease of violent crime to the increase in public order offences. There is a dedicated police/partnership group that meets every four weeks to consider violent crime and implement appropriate tactics. This is a key area that will continue to be a principal focus and challenge in the coming year.

	Volume Previous (2016/2017)	YTD year	Volume Current Year	YTD	Frequency Change	Percentage Change
PUBLIC DISORDER	220		281		61	27.7%

There have been a number of high profile events during this performance period.

Low level football related violence occurred by a group called Football Lads Alliance (FLA) which included factions of the English Defence League (EDL). These protests/marches were against Islamic extremism post London Bridge and Borough Market attacks. Further protests by the FLA have occurred throughout the year with no significant disorder, however they did require a fair amount of CoLP resources.

Unions, namely Unite Union, Independent Workers Union of Great Britain (IWGB), and Cleaners & Allied Workers Union (CAIWU) have been significantly active during this period holding week long strikes against various employers regarding pay terms and conditions of employees. These groups have caused disruption in the form of blocking traffic by walking/sitting on the roads.

The Independent Taxi Alliance (ITA), a pro-active driver led organisation representing 5k+ member, held week long demonstrations across London between 15th-19th January against TfL and the Mayor of London. Statements concerning the law stipulating Uber able to continue operating in London until the appeals process is exhausted which could take several years led to ITA calling all black cab drivers to 5 different locations (Monday – Elephant & Castle, Tuesday – Marble Arch, Wednesday – Parliament Square, Thursday – London Bridge and Friday - Aldwych) to protest. No offences were committed during the protests; however, significant travel disruption and road congestion was caused with London Bridge being closed in the interim and buses being diverted due to gridlocks. With the supposed lack of resolution, the protests are set to continue and it is insinuated by the group that future protests will be high profile e.g. state visits, functions London Mayor Sadiq Khan or PM Theresa May attends.

Bikestormz events, organised by a group called UK BikeLife, have held a number of pre-planned mass rides consisting of large groups (100+) of youths on cycles causing nuisance, harassment alarm and distress to members of the public by performing dangerous stunts leading to disruption and road congestion across central London. Within this period, 2 ride outs have occurred with low level disorder, nevertheless, these events did require resources. Additionally, riders belonging to this group have caused further significant nuisance and anti-social behaviour between late 2017 to early 2018 which CoLP have dealt with under op ROMSEY. This has also required section 35 Dispersal Orders as well as several multi-agency meetings with partners and the group's organiser to eradicate the issue.

Environmental group Stop Killing Londoners (against air pollution) have caused medium level disorder during this period by presenting themselves at Tower Bridge resulting in 7 protesters being arrested under S137 Highways Act 1980. This year, supporters of the group attended Tower Bridge again and blocked the road which led to one arrest.

There have been a number of high profile cases (approx. half a dozen) attracting low level disorder at the Central Criminal Court (Old Bailey) which have required CoLP resources; the Traveller Community murder, Death by Dangerous Driving killing 3 teenagers, alleged terrorist Jim MATTHEWS, murder at York Hall, inquest into the death of David ROBINSON and Defendant Jon VENABLES trials.

During this performance period, there is only one update in regard to squats in the City; bailiffs evicted squatters at 25-26 Savage Gardens, EC3 late last year with building work to start immediately to avoid this to be used as a potential future sight. No new squatters or sights have been identified.

Reviewing public order at a national stance, Research, Information, & Communication Unit (RICU) news from the Home Office suggests recent terrorist attacks partly fuelled a sustained four-month spike in hate crime across England and Wales, Home Office figures revealed. Hate crime offences recorded by police rose by a record 29% to 80,393 incidents in the 12 months to March. The Home Office said the figures showed a spike following the Westminster Bridge attack on 22 March. Separate provisional police figures show there were also spikes in hate crime incidents after attacks at the Manchester Arena, London Bridge and Finsbury Park.

This review period has been a strenuous one in terms of policing public disorder with London alone facing 4 atrocious terrorist attacks, the Grenfell Tower Fire and BREXIT negotiations bringing the political stance of the UK into question.

Recruitment/Resources stance of Public Order Officers

The amount of Level 2 trained officers has reduced over the last 6 months with a number of issues being cited for officers not wishing to continue, in this role. Cancelled Rest Days impact on family life no home work life balance being a few identified. The City of London Police is able to fulfil its commitment of 2 x protected PSUs to police public order in London. In the event of requiring a 3rd PSU to remain in the City the uniformed response capability would be severely restricted. As a result, a number of officers are now Public Order trained from a number of Directorates. Crime directorate, ECD, Firearms to provide a contingency.

The Public Order Strategic Threat and Risk Assessment (POSTRA) specifies that the number of officers employed on the City of London TSG-Support Group (L1 Public Order) as 1 Inspectors, 5 Sergeants and 32 Constables. Of the 32 officers, 2 officers are permanently deployed at the Met Police Public Order Training Centre at Gravesend but are available for Public Order events. – City of London Police have a commitment to provide two level 2 serials (each serial is 1 x Insp, 3 x Sergeants, 21 x Constables). The Support Group establishment (1/5/32) would be used to provide a serial within 4 hours as part of our pan London requirement.

The number of level 1 Public order trained officers is now at critical. Presently the Support Group

strength is 1 Inspector, 4 Sergeants and 20 Police officers (18 deployable). Level 2 officer's numbers are 6 Inspectors 12 Sergeants and 31 Constables. The aim is to have a minimum of 6 Inspectors, 9 Sergeants and 55 constables.

City of London Police has 8 nationally trained and accredited Public Order Cadre at Gold, Silver and Bronze levels.

Priorities for 2018/19:

With the impending Government spending review and budget constraints, the demand on Public Order officers will or could have a considerable impact on the way Public Order is policed in London. As Public order officer numbers have fallen a considerable effort is required from all Directorate Heads to increase our capacity and capability to Police Public Order events in London. As stated, more collaboration with Metropolitan Police Service and British Transport Police is needed to manage identified Risk and Threat to London. Strong working relationships and partnerships is required to help resolve issues around resources and assets that are available from the regional forces and reduce the impact and effect to any one Force.

As a direct result of the threat to the UK, and London in particular, it is necessary to have a range of options to respond to terrorist activity. The City of London is the identified heart of the Country's financial industry and the co-location, within such a small area, of many major national and international institutions and iconic sites make it a prime target for any terrorist attack. It is stressed that while the threat to the UK from terrorists remains the use of chemical, biological, radiological or nuclear warfare (CBRN) is only one of the options available to them. The potential scale of a real CBRN incident should not be underestimated. It will call for joint operations involving a multi-agency approach. CBRN Counter Terrorism is a national problem which requires national responses, where individual Forces will prepare local plans based on common national procedures, standards and doctrine.

Within the CoLP we have one CBRN Bronze Cadre national trained and accredited. There are 2 Silver courses in March 2019 and 2 Bronze courses in November 2018. Tactical Advisor course May 2018 and SOCO Forensics course in December 2018. All of Support Group will be trained by the end of April 2018 to respond to a CBRN incident in the City of London

Organisational

The Force has a governance structure to ensure that the PO STRA process informs the strategic decision making with regard to priorities, resource use and training. It is critical to an organisation that there is a process to escalate issues effectively to Chief Officer level, but also for the Senior Management Board to effectively direct more local governance structures. The Governance Structures in place working from the tactical to the strategic are:

Public Order Working Groups – Public Order Inspectors are responsible under the direction of the Public Order Forum to engage with all ranks to identify any particular issues that need to be addressed.

Public Order Forum – consisting of experienced specialist and tactical officers who cover operational, training and equipment issues and identifying emerging threats and risks. This Forum provides an opportunity for organisational learning to be identified. The Forum is chaired by Chief Inspector – Operational Support.

Organisational Learning Forum – consists of members from all areas of the force who address training/learning issues from within the force and also respond to the IPCC 'Lessons Learnt' publication. The Chair of the Public Order Forum attends this meeting. The Forum is chaired by the Assistant Commissioner.

Senior Management Board – This is the most strategic board in the City of London Police with Directorate Head representation. The Assistant Commissioner who chairs the Organisational

Learning Forum is a member of this Board. The SMB is chaired by the Commissioner.

Operational

UK BIKELIFE – BIKESTORMZ event

Saturday 7th April 2018. The ride out will begin at Tooley Street, SE1 with the group riding across Tower Bridge into the City and back to Tooley Street with the return route west of the City via Battersea Park avoiding the City. The organiser has anticipated around 1,000 youths on cycles between the ages of 10-25. MPS are leading this event with CoLP assistance. Road and bridge closures will be in place. Low level ASB and disorder anticipated.

Commonwealth Heads of Government Meeting (CHOGM)

Monday 16th to Friday 20th April 2018. The Commonwealth is a diverse community of 53 nations that work together to promote prosperity, democracy and peace. In April 2018, the UK will host this meeting when leaders from all the member countries are expected to gather in London and Windsor. Events in the City will be from Monday 16th April to Wednesday 18th April. At time of writing, no intelligence to suggest threat, harm, risk or potential for disorder. Parallel events taking place but none of concern/note.

The Royal Wedding

Saturday 19th May 2018. A Royal Engagement announcement was made in November 2017 with Prince Harry and fiancée Megan Markle set to wed at St Georges Chapel, Windsor Castle in May 2018. MPS lead, however it is highly likely CoLP resources will be required.

Lord Mayors Show & Banquet

Saturday 10th – Show, Sunday 11th – Remembrance Sunday and Monday 12th November 2018 – Banquet.

New Year's Eve celebrations

Monday 31st December 2018 – Tuesday 1st January 2019.

President Donald Trump Visit

Dates unknown. President Donald Trump's visit to the UK in February 2018 was cancelled amid fear of mass protests, however, a future visit is still on the cards although no new date has been confirmed. There is a perceived lack of support from the British public for this visit. It is highly likely this visit will require CoLP resources.

Intelligence

Operation Sceptre PAN London approach working with Metropolitan Police Service and British Transport Police to reduce knife crime and the number families affected by knife crime across the whole of London. Targeting not only those who carry and use knives, but also the supply, access and importation of dangerous and offensive weapons/knives.

Welfare

Capacity to meet demand is generally viewed by officers on the Support Group as one of the main factor that impacts on their general wellbeing. Officer numbers on the Support Group have been at low levels for the last 18 months and it is this main factor that has had a knock-on effect. Officers on the Support Group continuously work extended hours in ever-changing environments that can cause great mental and physical stress. Over a protracted and prolonged period this causes tiredness and fatigue on the unit. With the anticipated arrival of new officers (Awaiting 4 external & 2 Internal) and the continuous recruitment drive within the CoLP, this can only be a positive move and beneficial to the unit.

Safeguarding and Public Protection (Vulnerability & ICV Scheme)

Lead Member for 2017/18

Nick Bensted-Smith

Officer contact

CI Sanjay Andersen (0207 601 8141)

Craig Spencer – ICV Scheme Manager (0207 332 1501)

Safeguarding and Public Protection (Vulnerability)

Achievements in 2017/18

The Vulnerability Working Group (VWG) is comprised of representatives from all departments who provide reports to the group on vulnerability of victims, witnesses, suspects, communities and staff from their respective areas of operation. Strategic Planning are members of the Working Group and Steering Group, providing input on areas good performance and requiring input in line with recommendations from Her Majesties Inspectorate.

Oversight and governance continues to be provided at the Vulnerability Steering Group (VSG) which is officially chaired by the Commander Operations and in her absence her Deputy - the Detective Chief Superintendent Crime Directorate.

The VWG continues to drive the work around each identified strand of vulnerability, ensuring this remains a force priority and not just within the Public Protection Unit. Influencing some of this activity has been a refresh of the terms of reference, agenda and monitoring returns for the groups. As a result of this continual development of the VWG, member updates and scrutiny of the actions plans including the Domestic Abuse, Abuse of Position for Sexual Purpose and Modern Slavery and Human Trafficking; the momentum of improvement is maintained.

The migration to Niche from UNIFI at the end of 2017 has supported the introduction of the Public Protection Notice, and integrated system for the effective recording and managing of safeguarding concerns (child, adult and domestic abuse) which allows for greater supervision and audits.

Building on the training already delivered, the next phase of Vulnerability training commenced in January 2018 with a focus on Child Protection and Safeguarding (including a focus on neglect). This training is being delivered alongside the existing packages on Domestic Abuse and Vulnerability (Mental Health and Suicide) which will continue to be delivered on a rolling basis.

Training has been a key focus of the VWG over the past 12 months and the Group has worked hard to extend Safeguarding and Vulnerability training across other areas of the Force including Economic Crime Directorate. This stance has been supported by the VSG who have agreed that this training is mandatory, a key step in embedding the issues of vulnerability and support improved identification of it in all areas of policing.

An innovative sexual violence campaign was run in August 2017, #Haveyougotthegreenlight, to raise awareness and knowledge around the issue of sexual consent. This campaign received positive feedback from the public via social media and 'hits' on the dedicated web page and as such was incorporated in the Christmas Campaign and in support of sexual violence awareness week in February 2018.

As part of a joint initiative between Public Protection Unit and Custody, support material for vulnerable suspects leaving custody has been developed entitled 'Where to go when you need support'. The leaflet contains the contact details of various support services which may benefit and

assist the vulnerable person and is due to go to print shortly. Linked to this, there is now senior officer (Superintendent and above) oversight of the treatment of vulnerable people in custody ensuring that pre-release assessments are carried out to ensure that any risks are identified and acted upon.

Significantly, Public Protection Unit (with the support of the Police Authority) were able to secure 50% funding from the Mayor's Office for Policing and Crime (MOPAC) for the continuation of the Vulnerable Victims Advocate role for 2018/19. Work is now underway to identify alternative sources of funding as MOPAC have indicated that this is the final year of funding for this post. The critical function of this role cannot be understated and to lose it would have a negative impact on the service received by the victim and similarly, the onwards engagement with their home Force. Addressing this is a priority activity for 2018/19.

Another notable success from the past 12 months was the launch of the Mental Health Street Triage Project. Started in May 2017 the Project has two Nurses working with Response Officers every Thursday, Friday and Saturday from 17.00–03.00 and as a direct result of its introduction and the professional input of the Mental Health Nurse on scene with officers, approximately 54% of Section 136 Mental Health Act 1983 were avoided. This Project is funded until May 2018 by City and Hackney Clinical Commissioning Group and a business case has been submitted to the Corporation to continue the funding for the coming years.

The main benefits of the Mental Health Street Triage (MHST) Project are:

- Less s136 patients reducing the impact of hospital attendances and reducing police time spent waiting with the patient at hospital.
- The amount of police officer time spent waiting at hospital has reduced significantly.
- When patients can be assessed and referred to other services by the MHST rather than be taken to hospital, demand is reduced on the London Ambulance Service (LAS).
- The relationship between the Police, National Health Service and LAS is being improved as MHST either avoid s136s or support patients without the need to attend hospital. If patients do go to hospital, the MHST manage the patients reducing the amount of time that MHST and Police have to stay with the patient.
- Joint working with Community Mental Health Teams, General Practitioners, the City's Homeless Teams and Alcohol Services is improving as MHST inform these services of any contact, an improvement on previous practices.
- MHST support the mental health of anyone in contact with the police, i.e. victims of crime or an accident, domestic abuse cases. Through their immediate intervention, any mental health issues that could occur as a result of the incident is better managed and may be avoided altogether.
- MHST have greater access to clinical data on patients immediately.
- MHST are highlighting issues between services to inform the development of new joint working practices and improved communications between services.
- The MHST are proving to make cost savings to services by reducing the impact across the services.

Future Opportunities

The Force and Authority will continue to focus on the importance of identifying vulnerability in all areas of policing to use problem solving and partnerships to mitigate the consequences, thus, reducing the future risks. The following areas of work will be considered for progression in the next 12 Months:

- Running a Domestic Abuse campaign in the summer alongside partners as part of the Vulnerable Adults Working Group strategy.
- Continue to drive the momentum of the VWG and VSG, to ensure effective oversight of the Vulnerability Strategy.
- Progress embedment of the vulnerability training across all areas of the Force and across all strands of vulnerability.
- Development of a 'Vulnerability Dashboard' to more effectively assess performance, identify gaps and areas for improvement.
- Explore effective ways of working with partners to secure a more sustainable funding plan for the Vulnerable Victim Advocate role for financial year 2019/20 when the MOPAC funding expires.
- Similarly, ensuring that available funding streams for victim services and other innovative projects are accessed, in line with funding support of the City of London Corporation.
- Develop online capabilities around identifying those within the City of London who may be accessing online images and potentially pose a risk to our young people.

Future Challenges and Issues

The partnerships continue to work well supporting each other with a number of multi-agency groups meeting regularly. The following are areas where we can seek to improve:

- Timely and accurate information sharing between partners, especially with regards to data requested to produce problem profiles related to vulnerability
- Regular partnership representation on the Vulnerability Steering Group is key to making sure that activity around vulnerability is shared and supported across respective organisations.

Independent Custody Visitor (ICV) Scheme

Background

City Visitors are volunteers who give up their free time to provide independent scrutiny of the treatment of those held in police detention and the conditions in which they are held. They play a vital role in bringing together police and communities closer together and enhancing public perception of police procedures and practice in relation to custody.

The Panel is presenting the annual report at this May Meeting of the Committee. The details below are a summary of the main issues dealt with in the last year.

Organisation

The City of London Independent Custody Visitor (ICV) Panel currently consists of 12 visitors who visit the custody suites at Bishopsgate Police station once a week. Nick Bensted-Smith attends the quarterly Panel meetings and, in addition, representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by staff from the Town Clerk's department.

Highlights in 2017/18:

Closure of Suite/Staffing Suites – The Panel were notified of the closure of Bishopsgate Custody Suite in October and visited the reserve facility at Snow Hill. There is concern that the staffing of the

custody suite is currently stretched and there are not sufficient trained officers to cover. This has resulted in staff working longer shifts and using British Transport Police for cover when necessary. The Panel have raised the resilience of the service as a major risk and hope this can be resolved in the coming year.

Custody visit throughputs – The Panel has been successful in having a spread of visits across the week which is more appropriate to the usage levels in the custody suites at particular times. They have monitored the times of all visits made alongside the level of usage of the Custody Suites. The analysis shows that the timing of visits reflects the level of Custody Usage.

The Panel were able to undertake their first visits between the hours of Midnight and 6am and were very impressed at the service given. Additionally, there have been visits to the overflow facility at Snow Hill Police Station when this was being used in October 2017 achieving an objective set out last year. During these visits, the same high level of service was provided to the visitors and detainees.

Self-Introduction to Detainees – The Panel have now embedded the policy of self-introduction when encountering detainees. This has seen an increase the rate of acceptance when interviewing detainees and will therefore remain as the suggested policy for Panel Members. The increase saw an extra 5% of detainees choose to be interviewed by the visitors.

Appropriate Adults – This service is commissioned by Community and Children’s Services (CCS) and there has been concern from both Panel members and custody staff over the service out of hours and their provision for vulnerable adults. The Scheme Manager has met with CCS to ensure that for future iterations of the contract that these considerations are included. ICVs will continue to monitor the length of time the service takes to arrive when called upon.

Healthcare Provision in the Custody Suite – The ICV Scheme Manager and Chairman have met with Community and Children’s Services (who commission the contract) to understand any issues and whether G4S are adhering to the contract. CCS meet regularly with the contractor (G4S) and the Custody Manager to work on any problems that have occurred over the last month. This is then reported to the Custody Management Group which the scheme manager and Chairman are part of. ICVs can feed back any issues they identify with the healthcare professionals to ensure the custody manager and CCS are aware.

Annual Update on Custody – the second annual update to Police Committee was received in September and focused on the statistics for young persons and children as well as those with mental health problems in custody and any changes in policy that have occurred over the year. Due to this being the second iteration, trends are now being formed and be monitored over a longer period to assess any changes to the nature of custody in the City of London.

Sanitary Protection - this has been a national issue across Forces and has received lots of media coverage. In other Forces there has been insufficient coverage of sanitary protection often using inappropriate items for detainees. ICVs now check that the protection provided is satisfactory and have aided a national response about this issue and contributed to national guidance currently being drafted. City of London Police have always adhered to the standards provided on this matter.

Maintenance – a new contractor was appointed in the summer with the hope that the previous issue of severe delays for repairs would not continue. Unfortunately, as ICVs have logged, there have been major problems with some of the cells within the custody suite including a cell which was out of order for over three months. These maintenance matters are logged on a monthly basis and shared with the City Surveyor’s Department to highlight ongoing issues.

Priorities for 2018/19:

Some of the areas that the Panel will look at during 2018/19 include:

- promoting and raising awareness of the work of the ICV Panel and being aware of national trends;
- to further engage with the MOPAC arranged scheme to build a wider knowledge base.
- introduce a new reporting form which will align with other national schemes.
- undertake a wider array of training including about mental health and young persons.

Road Safety and Casualty Reduction

Lead Member for 2017-18	Alderman Alison Gowman
Officer contact	Inspector Sarah Smallwood 020 7601 2177

Background

The City of London has a network of roads that have developed over a thousand years and have therefore not always been planned with today's traffic and pedestrian flow in mind. This means that there are a large number of different road types in a confined area which inherently causes more conflict between its users than a city with a more modern transport landscape.

The Corporation of London have provided traffic composition results from a survey taken over a 24hrs period in November 2017, showing more pedestrians than all vehicles combined and that motorcycle, car and pedestrian traffic were predominantly commuting traffic.

In calendar year 2017 there were 364 casualties from 323 injury road traffic collisions. Of these, 52 casualties sustained serious or fatal injuries in the City of London, an increase of 3 on the previous year. There is a decrease on the calendar year for the total number of injury collisions from 365 in 2016 to 323 in 2017

For a clearer comparison on local statistics it may be beneficial to view over a longer period, such as a 3 or 5-year period rather than one year at a time which would put any small variations in numbers into context.

The three groups of vulnerable road users detailed below account for 81% of all casualties.

The number of reported personal injury collisions (for vulnerable road users who sustained any level of injury) that occurred in 2017 (Jan – Dec) was 295, reduced from 322 in 2016.

- *Pedestrian casualties were 105 in 2017, from 107 in 2016.*
- *Cyclist casualties were 122 in 2017, from 144 in 2016.*
- *Motor cyclist casualties were 68 in 2017, from 71 in 2016*

Organisation

Oversight for this area of Special Interest is conducted by Alderman Gowman. Throughout 2017 Alderman Gowman has worked on a variety of projects, including as the Chair of the Corporation of London's Active City Network and the City's representative on the London Road Safety Council. She facilitates a liaison between these organisations and the City Police and the Corporation's Road Safety Team. In particular, she arranged for one of the forensic collision staff to present to the London Road Safety Council on post collision investigation. This has included liaison regarding the new Road Danger Reduction plan.

The responsibility for supporting casualty reduction is owned by the Superintendent of Communities within the Uniform Policing Directorate. Following the formation of Transport and Highways Operations Group (THOG) in 2016, the department utilises specialist roads policing officers to target criminal enforcement on the areas of highest risk, and to support the Corporation of London and Transport for London road safety education activities.

The City of London Police is supported by a TfL funding secured through a Special Services Agreement that requires the CoLP to deliver specified special services which are linked to the specific services mentioned in the TfL contract.

The Transport and Highways Operations Group is led by an Inspector whose role it is to co-ordinate the policing activity that is designed to support the City of London Corporation's priority to reduce casualties, fulfil the requirements of the Special Services Agreement with TfL and provide specialist roads policing support within City of London Police as part of the Roads Policing Control Strategy.

Achievements in 2017

- Criminal enforcement campaigns run weekly, with increased use of social media messaging to encourage behaviour change amongst all road users.
- CoLP is supported by funding to deliver enforcement around taxi and private hire vehicles. Overall, CoLP officers stop checked a total of 7355 Hackney Carriage and Private Hire vehicles, with a total of 2500 being non-compliant with either taxi regulations or having committed moving traffic offences. This represents 34% of all vehicles checked are either non-compliant or defective
- CoLP Commercial Vehicle Unit has continued working as part of the pan-London Freight Compliance Unit, undertaking targeted enforcement of the commercial vehicles in conjunction with Driver and Vehicle Standards Agency and Metropolitan Police. This has resulted in 179 operations in City area, with 1431 commercial vehicle stop checked of which 951 had committed offences. A total of 1856 offences were identified.
- Specialist Roads Policing officers have been utilised in operations to tackle vehicle-enabled crime and in support of community policing operations to tackle neighbourhood issues.

Key issues for 2018-19

- The recent changes to infrastructure and road engineering projects have vastly reduced the availability of locations for officers to safely stop vehicles and undertake roadside enforcement. All enforcement operations are based on threat, harm and risk and considerations on the best of resources and appropriate locations are considered in all activities.
- Partnership working between CoL and CoLP continues to reduce the number of vulnerable road users being injured in collisions through Road Danger Reduction Partnership.
- CoLP continues to be supported by TfL funding to deliver specific services. This includes the provision of officers for Commercial Vehicle Unit to focus on large goods vehicles to reduce the risk posed by these vehicles to other road users.