



Police Committee

Date: FRIDAY, 12 APRIL 2013
Time: 11.30am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL
Members: Deputy Henry Pollard (Chairman)
Simon Duckworth (Deputy Chairman)
Deputy Douglas Barrow
Mark Boleat
Alderman Alison Gowman
Brian Harris
Deputy Keith Knowles
Alderman Ian Luder
Helen Marshall
Deputy Joyce Nash
Don Randall
Deputy Richard Regan

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Lunch will be served for Members in the Guildhall Club at the rising of the
Committee

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 15 February 2013 (copy attached).

For Decision
(Pages 1 - 6)

3 a) Outstanding References (Pages 7 - 8)

4. **STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**

- a) **Community Engagement Update (Pages 9 - 14)**
Report of the Commissioner of Police (copy attached).
- b) **Equality Diversity and Human Rights (EDHR) Update**
- c) **Any Other Special Interest Area Updates**

5. **ASSOCIATION OF POLICE AND CRIME COMMISSIONERS - UPDATE**
Report of the Town Clerk (copy attached).

For Information
(Pages 15 - 18)

6. **POLICE PROCUREMENT - STUDY BY THE NATIONAL AUDIT OFFICE (NAO)**
Report of the Town Clerk (copy attached).

For Information
(Pages 19 - 22)

7. **POLICING REFORMS UPDATE - WINSOR REVIEW AND NEW GOVERNANCE STRUCTURES**
Report of the Commissioner of Police (copy attached).

For Information
(Pages 23 - 54)

8. **REGULATION OF INVESTIGATORY POWERS ACT (RIPA) - COLLABORATION AGREEMENT**

Report of the Commissioner of Police (copy attached).

For Decision
(Pages 55 - 58)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

Item No.	Exempt Paragraphs
12	3
13	1
14	1, 2 & 7
15	3
18	1

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held 15 February 2013 (copy attached).

For Decision
(Pages 59 - 60)

13. **POLICE LEADERSHIP TEAM - NOTES**

To receive the notes of the meeting held on 27 March 2013 and to agree the recommendations therein (copy attached).

For Decision
(Pages 61 - 62)

14. **COMMISSIONER'S UPDATES**

The Commissioner of Police to be heard.

For Information

15. **POLICE ACCOMMODATION STRATEGY - UPDATE**

Report of the Commissioner of Police (copy attached).

For Information
(Pages 63 - 66)

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda

18. **SENIOR OFFICER APPOINTMENTS**
Report of the Town Clerk (separately circulated).

For Decision

Agenda Item 3

POLICE COMMITTEE Friday, 15 February 2013

**Minutes of the meeting of the POLICE COMMITTEE held at GUILDHALL, EC2
on FRIDAY, 15 FEBRUARY 2013 at 1.45pm**

Present

Members:

Deputy Henry Pollard (Chairman)
Simon Duckworth (Deputy Chairman)
Deputy Douglas Barrow
Brian Harris
Deputy Keith Knowles
Helen Marshall
Deputy Joyce Nash
Don Randall

Officers

Alex Orme	- Town Clerk's Department
Ignacio Falcon	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Suzanne Jones	- Chamberlain's Department
Nagina Kayani	- Equality Diversity and Human Rights Manager

City of London Police

Ian Dyson	- Assistant Commissioner
Eric Nisbett	- Director of Corporate Services
Wayne Chance	- Temporary Commander, Operational Policing
Hayley Williams	- Secretariat Manager
John Quinn	- Commissioner's Staff Officer

1. APOLOGIES

Apologies were received from Mark Boleat, Alderman Alison Gowman, Alderman Ian Luder, and Deputy Richard Regan.

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

There were none.

3a. MINUTES

The public minutes and summary of the meeting held on 18 January 2013 were approved.

3b. PROFESSIONAL STANDARDS AND COMPLAINTS SUB-COMMITTEE MINUTES

The public minutes and summary of the meeting held on 22 January 2013 were received.

3c. OUTSTANDING REFERENCES

The Committee received a report of the Town Clerk highlighting those outstanding actions identified in the minutes from previous meetings.

4a. COMMUNITY ENGAGEMENT UPDATE

The Committee received a report of the Commissioner providing an update on recent community engagement activities, community priorities and forthcoming events.

The Commander made reference to the restructure of Wards Policing teams, which he explained were no longer geographically based but instead now divided into separate teams for residential, business and street engagement. Positive feedback had been received so far, particularly from residents in the Mansell Street area. In response to Members' questions, he clarified that whilst there were no longer any specifically dedicated "ward" officers, officers would of course continue to work in particular areas to ensure their links with and knowledge of areas were put to best use. With regard to engagement with businesses, he explained that officers from the team made visits to meet and engage with companies and that the Force also had a communications network in place allowing them to contact over 4500 SMEs in City, who also received regular newsletters from the police keeping them up to date with the latest information.

The Commander also made reference to an event held within the last week which had been aimed at engaging with hard to reach groups, which had been very successful with over 250 representatives from the City's Muslim, Sikh and Hindu communities in attendance. The Force's intention was now to build on this event and maintain good engagement with these communities.

The Chairman noted the section updating on work with the Safer City Partnership and, as Chair of the Partnership advised the Committee that he was currently seeking to expand the group to involve other interested agencies, for example the UK Border Agency. He asked Members to inform the Town Clerk should they be aware of any others bodies which could play a useful role with the Safer City Partnership.

4b. EQUALITY DIVERSITY AND HUMAN RIGHTS (EDHR) UPDATE

The EDHR Manager provided an update on the latest developments within the Force, advising that Equality Impact Assessment training had now been provided to all key Force personnel. This will mean that the quality of the equality impact assessments will improve. There also is additional guidance provided on the Force intranet.

With regard to training for Members, the EDHR Manager advised that she was looking to hold a session on 5 April, likely over lunch, focusing on the impact of fraud on vulnerable communities. Members would be contacted with specific information in due course, and the possibility of running further sessions in future, including one covering custody suites, was also being explored.

4c. **Any Other Special Interest Area Updates**

The Chairman stated that Members of the Police Committee with their lead officers will need to produce their annual report for their Special Interest Areas (SIA) for 2012-13. The SIA scheme enables Members of the Police Committee to engage with officers in key areas of police work. The annual report provides the highlights in each of these areas over the past 12 months and outlines future plans and arrangements for each area.

5. **POLICING PLAN 2013-2016**

The Committee considered a report of the Commissioner presenting the proposed 2013-16 Policing Plan for the City of London.

The Chairman of the Police Committee asked the Chairman of the Performance & Resources Management Sub-Committee to provide a brief summary of the decisions made at the recent Sub-Committee. The Chairman stated that Sub-Committee had reviewed the Force's paper on the HMIC VFM analysis and had revisited the Policing Plan performance targets.

The Sub-Committee Chairman intimated that the Members had asked for more comparative information to ensure that City Of London Police services are delivering VFM. Members asked for more work to be done on justifying the Force's uniqueness and on explaining why the City of London Police was such a high spender in many areas particularly in terms of support service functions. Members also wanted to ensure that all relevant cost profiles had a City First figure e.g. supplies and services as a percentage of the workforce costs. The Force had agreed to produce a further VFM report for the next Performance & Resource Management Sub-Committee.

The Assistant Commissioner outlined the Policing Plan challenge process with the running of two member workshops and the presentation of the plan and targets at the Performance & Resources Management Sub-Committee. He advised that the Force had reflected on the discussions and would be providing an additional victim based target as follows "To ensure at least 85% or more crime victims are satisfied with the way the police has handled their case".

A Member suggested that any revisions to the Policing Plan should be tracked and Members should be given frequent updates (as they cannot always attend all of the meetings). A member asked why there was n't more on traffic management in the Policing Plan as it is a major issue for the City.

The Chairman of the Performance & Resources Management Sub-Committee thanked the Town Clerks Department for their advice, support and guidance during the Policing Plan challenge process and their contributions to date in reviewing the HMIC VFM analysis.

RESOLVED: That:-

- the Draft Policing Plan 2013-16 appended to the report be adopted as the Policing Plan for the City of London, subject to any further amendments agreed by the Committee and Commissioner;

- the plan be published on the internet by 31st March 2013; and,
- performance against the plan be reported quarterly to the Police Performance and Resource Management Sub Committee.

6. STOP AND SEARCH- REVIEW BY NPJA OF 'NEXT STEPS' INITIATIVE

The Committee received a report of the Commissioner detailing the National Policing Improvement Agency's "Next Steps" initiative and outlining the findings of a review in to the Force's implementation of the initiative.

The Commander advised that the "Next Steps" exercise was usually for those Forces who had been placed in special measures, whereas we self-referred to enable us to benchmark ourselves. The Force received a good report. There was no disproportionate use and many of our approaches are best practice.

The EDHR Manager commended the Force for putting itself forward for the initiative, noting that other Forces were often guilty of the illegal use of stop and search and that it was good to see the City Police's position as a transparent organisation utilising best practice reinforced.

RESOLVED: That the report be received and its content noted.

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

There were no questions.

**8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT
Performance and Resource Management Sub Committee Minutes**

The public minutes and summary of the meeting held on 8 February 2013 were received.

External Member Selection Panel Minutes

The notes of a meeting held on 11 February 2013 were received.

The Chairman thanked the current external Members for all their contributions to date, adding that the Committee was very grateful for their time. However, it was clear that the Committee had a duty to undertake the recruitment process in as transparent a manner as possible and reach out to the wider community.

9. EXCLUSION OF THE PUBLIC

RESOLVED: - That under Section 100 A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act as follows:-

Item No	Exempt Paragraphs
10a	3
10b	2 & 5
11	7

10a. **Non-Public Minutes**

The non-public minutes of the meeting held on 18 January 2013 were approved.

10b. **Professional Standards and Complaints Sub-Committee Minutes**

The non-public minutes of the meeting held on 22 January 2013 were received.

11. **COMMISSIONER'S UPDATES**

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

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

There were no questions.

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

There were no urgent items.

The meeting ended at 2.50 pm

Chairman

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Agenda Item 3a

POLICE COMMITTEE

FRIDAY, 12 APRIL 2013

OUTSTANDING REFERENCES

Meeting date & Reference	Action	Owner	Status
11/07/2012 Item 23	To present an ECIS funding model to a future meeting	Director of Corporate Services	In progress <i>Provisional target date: May 2013</i> a funding model will be included in the next report to your committee on ECIS once the formal collaboration agreement has been signed with newly elected PCC's, which is still in negotiation.
14/09/2012 Item 11	To explore possibility of altering fees/charges in line with local hotels	Director of Corporate Services	In progress <i>Target date: May 2013</i> Officers assigned task, work progressing
7/12/2012 Item 3b	To compile and present an annual report on Professional Standards and Complaints statistics to the Police Committee.	Assistant Commissioner	In progress <i>Target date: July 2013</i>
7/12/2012 Item 4a	Force's work with Samaritans on the issue of suicides in the City to be included in Ward Letters.	Commander	Completed <i>The work with the Samaritans was included in a communication to Members on 6 March 2013.</i>
18/1/2013 Item 16	To bring a report setting out a planned refresh of the City's CCTV and ANPR systems to the Police Committee.	Commissioner	In progress <i>Deferred to May 2013</i>

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Agenda Item 4a

Committee: Police	Date: 12 th April 2013	Item no.
Subject: Community Engagement Update		Public
Report of: Commissioner of Police Pol 14/13		For Information
<u>Summary</u>		
<p>This report contains details of issues raised at Ward Level and the Force response since the last Community Engagement report was presented to your Committee.</p>		
<p>The Residential Engagement Team have set up a surgery at the new Artisan Street Library where residents can discuss community issues, a further surgery is being established on the Mansell Street Estate.</p>		
<p>Officers have responded to complaints of drug use by youths on both the Mansell Street and Golden Lane Estates.</p>		
<p>At a recent Community Panel meeting, issues relating to noise nuisance and the Night time economy were agreed as priorities within the Carthusian Street area.</p>		
<p>The Economic Crime Directorate received some excellent feedback from the Banking Industry as a result of information circulated via the CSSC.</p>		
<p>Following complaints of cards in telephone boxes advertising sexual services, six arrests have been made and three premises being used as brothels closed as a result.</p>		
<p>Work continues to identify and engage with hard to reach groups from all faiths and vulnerable members of the community such as rough sleepers.</p>		
Recommendations		
<p>It is recommended that this report be received and its contents noted.</p>		

Main Report

Section A – Residential Engagement

1. A Residential Surgery has been set up at the new Artisan Street Library on the last Friday of each month where residents can discuss community issues with the Residential Engagement Team. A similar surgery is currently being established at the Health Centre on the Mansell Street Estate.
2. Following complaints of youths smoking cannabis in the stairwells of the Mansell Street Estate, officers from the Residential Engagement Team conducted directed patrols of the area resulting in four persons being stopped for drug possession offences, all concerned had a connection with the estate but were not residents. Officers attended the Portsoken Councillors meeting to provide a Policing update and discuss a joint approach to issues raised.
3. Following reports of youths smoking cannabis on the Golden Lane Estate, Residential Engagement Team officers identified that those concerned were from a careers information centre for youths excluded from school. Officers attended the centre and gave advice to teachers and a presentation to students. Additional patrols have also been directed and there have been no further reports.
4. A Community Panel Meeting was held in the West area at the Grange Hotel on 20th February 2013, Officers from the Islington community team also attended in order to ensure effective cross border working. Issues around the night time economy in and around Carthusian Street continue as a priority for the area. Reports of nuisance and noise from residents are being closely monitored via the fortnightly Licensing and Anti Social Behaviour (ASB) Tactical Group meetings.
5. The Residential Engagement Team continues to identify vulnerable residents and work with Social Services and other partners to ensure effective monitoring. A further three residents have been identified and approached with a view to joining the Forces Pegasus scheme¹.

¹ The Force Pegasus Scheme is a scheme to identify vulnerable adults which means in the event of a call to the Control Centre by one of these individuals- the Force will be aware of their particular vulnerabilities.

Section B – Business Engagement

6. As a result of engagement with the Business Sector via CSSC, the Economic Crime Directorate received positive feedback from the banking industry in relation to their update on bribery and corruption issues. The Force will provide weekly updates circulated via the CSSC in relation to crime or community issues and respond to feedback received.
7. The Community Policing Team focussed a week's activity identifying empty premises across the City and ensuring police have key holder and owner details recorded in the event of an incursion by potential protest groups, businesses have been advised to inform the team of premises which become vacant.
8. After complaints from businesses in the Tower Hill and Liverpool Street areas, an operation has been put in place to deal with persons placing cards in phone boxes to advertise sexual services. As a result, six people have been arrested for placing cards and three brothels have been identified and closed down.
9. The Licensing Team attended a meeting of the Promoters Forum to engage with attendees in relation to Police expectations around the management of promoted events in licensed premises. There were approximately 30 promoters in attendance and a number of crime prevention initiatives were discussed. The Force is also hosted a Pubwatch meeting where the Corporation Licensing Team launched the Code of Practice for Licensed Premises which seeks to encourage Licensees to better manage their premises and reduce instances of crime, disorder and nuisance by effective stewardship.
10. The Community Team is assisting the Insurance Fraud Enforcement Department (IFED) with a crime prevention toolkit designed specifically to address Insurance fraud. This will be passed to local forces in the areas where IFED are making arrests in order to educate the community and to provide local neighbourhood officers with information to pass to their communities.
11. The Counter Terrorism Security Advisors (CTSAs) continue to circulate a weekly Business and Community Bulletin using the iModus mailing system and conduct the Project Griffin Bridge Call facilitated by JP Morgan. Three Project Griffin awareness days have

been held including the 100th City of London Awareness day in January.

Section C – Hard to reach groups.

12. The Street Intervention team together with the Corporation of London Rough Sleeper Team and Broadway outreach services participated in a week long initiative in February “The Pop Up Hub”, whereby those found sleeping on the streets attended a city church and were given access to advice relating to the services available for them. Op Poncho also continues to identify rough sleepers and offer accommodation advice and support on a daily basis.
13. The Community Engagement Team together with the Association of Muslim Police held an event at the Guildhall for members of various faith groups within the City. The Commander opened the event and PC Sadiq spoke to the 250 people in attendance about the support that the Community Engagement Team can provide to members of the City’s minority communities. The event was attended by members of the City’s Muslim community including the Islamili and Ahmidhiyya community as well as members of the City Sikh and City Hindu Network.
14. The Community Engagement Team are assisting the City Hindu network with a survey they are conducting looking at whether a “Glass Ceiling” for professionals exists for ethnic minorities today. This is expected to set a milestone within the diversity research space in the UK and has support from a number of multinationals, Community Leaders and Politicians. It is hoped that the survey will give the Police an opportunity to understand the issues and challenges the Hindu community faces in the City, and if the community are the victims of any hate crime.
15. The Community Engagement Team have engaged with the NZF, an organisation that aims to utilise Zacat funds (Muslim Charity funds) and voluntary donations within the UK, for the benefit of deserving local recipients. This is aimed at the most vulnerable people including widows, orphans, refugees, elderly persons and the homeless. Community policing has an MOU in order to help to identify Muslim homeless people and other vulnerable people who may benefit from the charity.

Section D – Transient Community and / Visitors

16. Increased patrols around St Paul’s Cathedral continue in response to a number of crimes in relation to bogus police Officers targeting tourists in the area.

Consultation

17. The Lead Member for Community Engagement, Mr Don Randall MBE, has been consulted in the compilation of this report.

Conclusion

18. This report informs Committee Members of residential and business Community engagement activity undertaken by the Force during the last reporting period.

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Committee:	Date:
Police Committee	12 April 2013
Subject: Association of the Police and Crime Commissioner - Update	Public
Report of: Town Clerk	For Information

Summary

The purpose of this report is to provide Members with an update about the work of the Association of Police and Crime Commissioners (APCC), an organisation of which the City of London Corporation is a constituent member.

The APCC is the successor body of the former Association of Police Authorities (APA), and came into existence officially on 1 April 2013. The transitional period was led by Simon Duckworth, who as your Committee's representative to the APA, chaired the Shadow and Transitional Boards that oversaw the establishment of the APCC until March 2013.

Under Mr Duckworth's leadership, the APCC successfully garnered support from the 41 Police and Crime Commissioners (PCCs) and the remaining local policing bodies nationwide, all of which have now signed up to become full members. This met the expectations placed by the Home Secretary that the association should provide a single platform for all those involved in Policing Governance to engage effectively on national policing issues.

Recommendation

That the report be received and its contents noted.

Main Report

Background

1. The Police Reform and Social Responsibility Act 2011 introduced wide-ranging reforms of policing governance, with the key one being the election of the first Police and Crime Commissioners (PCCs) in November 2012. There is now one PCC for every police force in England and Wales, with the exception of the City of London, the Metropolitan Police area and non-Home Office forces (e.g. British Transport Police, MoD Police, Civil Nuclear, etc.) all of which continue with separate governance arrangements. Of the 41 PCCs elected last November, 16 are Conservative, 13 are Labour and 12 are Independent (no affiliation to a mainstream party).

Transition

2. The Association of Police and Crime Commissioners (APCC) describes its function as “enabling effective national engagement and supporting [PCCs] in their oversight of core national policing and crime functions”. It was set up as a Shadow Board as part of the structure of the Association of Police Authorities (APA) in May 2012 and it was commissioned by the Home Office to deliver a national representative body for PCCs and the remaining local policing bodies. At its first meeting on 9 May 2012, Simon Duckworth was elected as Chairman of the Board.
3. In October 2012, at the start of the PCC election campaign, the Shadow Board took the form of an interim body, thus overseeing the winding down of the APA and the establishment of the APCC as a company limited by guarantee. It remained in an interim form for the period leading up to March 2013, when its provisional funding (which originated from the legacy of the APA and from a Home Office grant) came to an end.
4. Following its creation, the APCC quickly became an essential source of information and support for prospective PCC candidates. It has been instrumental in championing the interest of PCCs in the context of the changing policing landscape, and its lobbying activities have included several meetings between Mr Duckworth and ministers and senior officials, as well as his presence at numerous events and the annual party conferences. Importantly, the APCC led a considerable effort in stirring up media and public interest in the November PCC elections.
5. The APCC aspired to reach out to all PCCs regardless of their political affiliation and presented a persuasive case for them to assemble in a single, representative body that would help them maximise their influence at a national level. It also argued for the inclusion of non-PCC bodies as these would provide considerable strength in numbers. Following extensive consultation and influencing led by Mr Duckworth, the decision to form was overwhelmingly endorsed by all PCCs at their first ever meeting on 23 January, in an event hosted in Guildhall.

Current Position

6. Membership of the APCC is open to all PCCs and other policing governance bodies. Constituent members were keen to see a ‘light-touch’ approach to leadership and governance. Unlike the former APA, it was agreed to adopt the formula ‘one area, one vote’ for full members (i.e. the 41 PCCs plus the City of London, MOPAC, and BTP). There are a further six associate members with no voting rights which pay a reduced rate. The subscription fees for 2013/14 were set as follows:-

- Full members: £19,750
- Associate members: £5,000 (subject to review)

7. A budget of £899,000 was agreed for 2013/14. A 'single service package' allows all members to receive the same level of service and gives them the ability to commission the APCC for additional services 'on demand' at an additional cost. It was also agreed that a review of staff remuneration would be carried out by the APA Board, in view of the budgetary pressures facing all police forces in the country.
8. In terms of leadership, it was agreed to establish a Board of Directors comprising 2 Lab representatives, 2 Con representatives, 2 from among the independents and 1 from the Governance Bodies (non-PCCs), all on a rotating annual basis. The Chair of the Board of Directors is elected at the first meeting of the year with Tony Lloyd, PCC for Greater Manchester (Lab), having been elected on the 21st March. The remaining Directors for 2013/14 are as follows:-
 - Vera Baird, PCC for Northumbria (Lab)
 - Sir Graham Bright, PCC for Cambridgeshire (Con)
 - Anthony Stansfeld, PCC for Thames Valley (Con)
 - Ron Ball, PCC for Warwickshire (Ind)
 - Simon Hayes PCC for Hampshire (Ind)
 - Simon Duckworth, City of London
9. In addition to the Board of Directors, the APCC will also have a Reference Group comprising 12 members appointed from the constituent groups plus a representative from Wales and MOPAC. The group will enable closer engagement on ongoing policing issues, although it will not have executive powers.

Benefits of Membership for the City of London

10. The City of London was an active and prominent member of the APA, particularly following the APA review of governance in 2008, which saw the City of London taking a seat on the APA Board as a representative of the non-geographic group of authorities. The APCC offers the City an opportunity to engage with PCCs in what is now a markedly different policing landscape.
11. The City is currently well positioned to continue to exercise influence in this arena, with our place on the Board of Directors and the Reference Group. PCCs nationwide have recognised the considerable work which the City, through the work of the Chairman of the APCC, has put into forming a national representative body.
12. The City of London had an annual allocation for the APA subscription, which, reflecting the different voting weighting structures used to be on average £11,000. The higher membership fees for the APCC reflect the fact that the City of London will have an equal vote in respect of all PCCs.
13. To fit with the timescales for confirming our willingness to become full members, a decision was sought using urgency procedures (pursuant to

Standing Order no.41b). This decision was approved by the Town Clerk, in consultation with the Chairman and Senior Member of the Police Committee on 15 March 2013. The membership fees continue to be met from the Town Clerk's local risk budget.

Conclusion

14. The newly-established APCC will provide the City of London Corporation, alongside other local policing bodies, with a platform to influence the Government in matters relating to local and national policing. The City of London Corporation was an active member of the APCC's predecessor, the APA, and is well positioned to continue to exercise influence in this new arena.

Appendices - None

Background Papers:

None

Iggi Falcon

Policy Officer

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Agenda Item 6

Committee:	Date:
Police Committee	12 April 2013
Subject: Police Procurement – Study by the National Audit Office (NAO)	Public
Report of: Town Clerk	For Information
Summary	
<p>The purpose of this report is to outline the key findings of a study by the National Audit Office (NAO) on how police procurement is currently undertaken nationally and whether the Home Office was effective in discharging its responsibility to support forces in this area.</p> <p>The study, published on 26 March 2013, concludes that there are tensions between the Home Office's strategies to increase collaboration and centralised procurement, and the Government's aim to increase local autonomy and accountability for police forces.</p> <p>The study is significant because its conclusions echo some of the concerns held by a number of local policing bodies, including ourselves, about the way 'aggregated procurement' is being developed in the police service. In particular, it scrutinised the use of mandated framework agreements for the procurement of non-police specific equipment and services and tested how this and other policies are helping to ensure that police expenditure provides value for money.</p> <p>Your officers have been active in ensuring that national procurement policies give sufficient flexibility to forces to achieve the best value for money.</p> <p>The full report is available on www.nao.org.uk/report/police-procurement/</p>	
Recommendation	
That the report be received and its contents noted.	

Main Report

Background

1. Following the general election in 2010, the Government set out its vision for police reform in the White Paper entitled *Policing in the 21st Century: Reconnecting Police and the People*. Many of the proposed reforms concerned governance arrangements – the introduction of PCCs, or the creation of the National Crime Agency, for example – but, importantly, the

report also set out ways to address what it identified as the urgent need for the police service to make savings and be more efficient.

2. One of the areas which it looked at was Police Procurement. Looking at 2010/11 figures, police forces had spent an estimated £1.7b in non-IT expenditure, that is, on items like vehicles, facilities management, utilities, etc. The Government paid particular attention to the large portion of contracts let regionally or locally, and felt that it was unsustainable to continue with a culture where 43 forces procured for goods and services in 43 different ways. It underlined the benefit of collective bargaining and the opportunities which nationally let contracts provided for the setting specifications and standards across all forces.
3. The Government's response in this area was twofold. It firstly moved to create a Police ICT (Information and Communication Technology) company to lead on the improvement of ICT procurement and the converging of different ICT systems. Secondly, the Government sought to promote aggregated procurement in the police service by asking the Home Office to support police forces in their procurement activities. It was this specific Home Office function which the National Audit Office (NAO) examined in a study published on 26 March 2013 (the subject of this report). The underlying aim of the study was to test how well the Home Office policies are helping to ensure that police expenditure provides value for money.
4. Officers from the Town Clerk's, Remembrancer's and the Strategic Procurement Unit engaged with the NAO Audit Managers conducting this study in the summer of 2012, by developing a dialogue with the NAO and providing data on our procurement activity. The City also set out its position in respect of the evolving national policies in relation to police procurement.

The National Picture

5. The context of the NAO's study is the pressure on forces to deliver savings of some £2.1 billion over the CSR period – approximately 20 per cent reduction in budgets nationwide. Police forces are making considerable efforts to ensure that some £474m of these savings arise from expenditure on good and services. This would mean that proportionate reductions in staff costs would not need to be as large.
6. There is evidence that a collaborative approach to procurement generates savings and many forces have reported significant savings by buying in bulk with other forces. A common mechanism is the use of joint framework agreements, which allow forces to procure for equipment and services in accordance with defined specifications and from specific suppliers. In broad terms, framework agreements provide forces with standard pre-negotiated contracts, thus eliminating the need to conduct often lengthy and complex tendering processes.

7. The NAO also found that forces are achieving value for money by delivering some non-frontline or back-office functions jointly with local authorities or other emergency services.
8. However, the study revealed a considerable variation in the level of reductions which each force has to make thus sometimes creating a disincentive to further collaboration. Other barriers to achieving better value for money include the failure by forces to agree on common standards, conflicting commitments or the costs associated with changing suppliers.
9. In reviewing some of the initiatives led by the Home Office to support the goal of achieving better value for money in procurement, the NAO scrutinised the approach to make procurement approaches for forces mandatory through legislation. So far, Regulations that came in force in 2011 oblige forces to purchase police-specific equipment such as body armour in accordance with the terms of national frameworks. The Government intends to broaden the scope of Regulations to cover services and more 'general' items of police expenditure, including utilities and property services. The study reports that the Home Office expects that some 80 per cent of non-IT expenditure will be through regional or national frameworks by 2014/15, although there is no indication that this will be achieved solely by imposing mandatory framework agreements.

Concerns over mandated framework agreements

10. The Home Office proposal to legislate in order to make certain procurement approaches for forces mandatory was set out in two rounds of consultations in 2010 and 2012. The NAO highlights that a number of police forces and authorities had expressed reservations about these proposals.
11. For the most recent consultation exercise, your officers took part in the preparation of a joint response by the Association of Police Authority Chief Executives (APACE) and the Police Authority Treasurers' Society (PATS). Our response acknowledged that standardising the nature of equipment or services to be procured, and even dictating the suppliers of choice, may be critical if the purpose is to ensure interoperability between forces in certain areas of policing. This was particularly true for equipment and services which required a high level of specificity, such as police radio communication or forensics services, etc. However, we felt that the case for expanding the use of mandated framework agreement into more general items of expenditure was less persuasive.
12. Our key observation was that dictating the way police forces should procure equated to greater, not less, centralisation, and was therefore contrary to the Government's commitment to localism and local accountability. We also pointed out that framework agreements might restrict competition and that handing very large contracts to a single supplier could create resilience risks should contractors face problems in supply chains.
13. However, our fundamental concern with the proposal was that mandating how police forces should buy equipment or services could compromise informal arrangements between police forces and local councils or other public bodies.

This was particularly relevant for us, since the City Police benefits from close arrangements with the City Corporation to obtain legal services, transactional finance services, etc. Our response evidenced that, in many cases, obliging forces to buy from specific suppliers could prohibit police forces from benefitting from cheaper or better deals “down the road”. Our submission was that where forces could demonstrate that it was able to obtain a price better than the ‘national’ price it should be permitted to do so.

14. The NAO reports that the evidence that mandated agreements have reduced spending is fragmented, a problem which could be down to the Home Office’s inability to collect accurate data on forces’ procurement activity. The NAO supports our suggestion that the Home Office should prioritise agreeing national specifications for common equipment and consumables with forces, over mandating supply routes.
15. Finally, the NAO examined how the Home Office policies will reconcile with the changing policing landscape and the Government’s renewed emphasis on local autonomy. It found that many forces and authorities anticipated PCCs taking more control over procurement expenditure, for example, by integrating functions with other local services. Significantly, many respondents also felt that PCCs might shift their emphasis towards more localised procurement.

Conclusion

16. The NAO has identified tensions between the Home Office’s strategies to increase collaboration and centralised procurement, and the Government’s aim to increase local autonomy and accountability for police forces. The study’s conclusions echo some of the concerns held by a number of local policing bodies, including ourselves, about the way ‘aggregated procurement’ is being developed in the police service. The City has engaged in a sustained dialogue with the Government and other partners to ensure that national procurement policies give sufficient flexibility to local policing bodies and forces to achieve the best value for money. Your officers will continue to monitor developments and report further as necessary.

Consultees

17. The Parliamentary Affairs Counsel in the Remembrancer’s Department has been consulted in the preparation of this report.

Appendices - None

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Agenda Item 7

Committee(s): Police	Date(s): 12 th April 2013
Subject: Policing Reforms Update: Winsor Review and new Governance Structures (National Crime Agency, College of Policing, Police ICT Company)	Public
Report of: Commissioner of Police POL 15/13	For Information
<p style="text-align: center;"><u>Summary</u></p> <p>Members will be aware that wide ranging reforms are currently taking place within the Police Service. This report is for information and covers the two main areas of change- The Winsor Review and the changes to the national governance structure.</p> <p>The Winsor Review has been published in two parts and makes 183 separate recommendations (See Appendix A for full recommendations) on matters relating to deployment of officers and staff (including shift allowances, overtime and assisting other police forces); post and performance related pay (including special priority payments, competence related threshold payments for constables and bonuses at all ranks), how officers enter and leave the police service, pay progression, whether the typical service length should be made more flexible and lastly, how officers and staff pay and conditions of service are decided. Some of these have more of a direct impact on officers than others (Extract at Appendix B).</p> <p>The Force has already implemented nationally agreed recommendations where this is straightforward, however some local debate and decision making has also been undertaken at the Force Strategic Management Board in relation to, for example implementation of the overnight allowance. It is important to note that not all the recommendations have yet been agreed and some are still going through national consultation, negotiation and arbitration as appropriate. In terms of financial impact so far the position for the force will be largely cost neutral. However, in general terms there will be a negative financial impact on individual officers and staff.</p> <p>Through the Commissioner's verbal updates to your Committee, Members will be aware of the changes to the national governance structure, including the creation of the National Crime Agency (NCA) and the Force's involvement in the Economic Crime Command Board (ECCB) and associated sub groups. In addition, broadly speaking the</p>	

two other areas of change are the creation of a Police Information Communications and Technology (ICT) Company; and the winding up of the National Police Improvement Agency, with its various functions being split ultimately between the NCA, the Police ICT Company and the new College of Policing.

Recommendations

It is recommended that this report be received and its contents noted.

Main Report

Background

1. Members will be aware from widely available media reports that there are changes taking place within the police service at present. In a speech given on 2nd March 2011, the Home Secretary made clear her commitment to police reform and acknowledged the challenges the police service face in reducing spending whilst improving policing services.
2. This report will cover the two main areas of reform which are the independent review of pay and conditions for Police Officers and Staff; and changes to national governance structure and services.

Winsor Review

3. Prior to her speech on the 2nd March 2011, the Home Secretary had already commissioned an independent review of pay and conditions of service for police officers and staff, which began on 1st October 2010. Thomas P. Winsor was appointed to undertake the review and it is now known colloquially as the 'Winsor Review'. The Review was commissioned to look chiefly at areas including deployment; rewarding contribution; recognising posts and skills; allowances; managing the workforce and managing ill health.
4. Part One of this Review was published on the 8th March 2011¹ and covered the deployment of officers and staff (including shift allowances, overtime and assisting other police forces); post and performance related pay (including special priority payments, competence related threshold

¹ <http://review.police.uk/publications/945287?view=Binary>

payments for constables and bonuses at all ranks) and how officers leave the police service.

5. Part Two of this Review was published in two volumes on 15th march 2012² and mainly covered, how officers enter the police service; how pay progression up the pay scales could be made fairer to officers, staff and the taxpayer, whether the typical service length should be made more flexible and lastly, how officers and staff pay and conditions of service are decided (including the structures of the Police Negotiating Board (PNB) and the police staff council).
6. The recommendations from both parts of the Review have or are going through where appropriate, a period of consultation with the relevant Staff Associations and negotiation and arbitration where an amendment to an original Police Regulation is required. Negotiation and arbitration are still continuing for some of the recommendations from the Review.
7. On 30th March 2012 the Home Secretary signed the determination for the recommendations set out in Winsor part one (Home Office Circular 010/2012³). In respect of the recommendations contained in part two of the Review, the decision of the Police Arbitration Board (PAT) was published on the 6th December 2012. This still awaits ratification by the Home Secretary.

National Policing Governance Structure

8. Members may also already be aware from open source reporting of some of the changes that are taking place in terms of the national policing response. The Commissioner has also provided updates on some aspects of this in his regular verbal updates to Police Committee.
9. This includes the creation of the National Crime Agency (NCA)⁴, the winding up of the National Policing Improvement Agency (NPIA) and creation of The College of Policing and Police ICT Company.

² <http://review.police.uk/publications/part-2-report/report-vol-1?view=Binary>
<http://review.police.uk/publications/part-2-report/part-2-volume-2?view=Binary>

³ <http://www.homeoffice.gov.uk/about-us/corporate-publications-strategy/home-office-circulars/circulars-2012/010-2012/>

⁴ <http://www.homeoffice.gov.uk/publications/crime/nca-creation-plan?view=Binary>

Current Position

Winsor Review

10. A full list of the recommendations from the Winsor Review part one and part two, are appended to this report at Appendix A. However, some of the recommendations have more of a direct impact on officers than others, and these have been extracted and are listed at Appendix B for Winsor part one. The more significant recommendations include changes to payment of overtime- namely that the minimum of four hours pay for recall between tours of duty is abolished ; Suspension of incremental pay progression, and Chief Officer & Superintending Rank Bonuses for a defined period; Abolition of Special Priority Payments; Introduction of a Team Recognition Bonus; and changes to the allocation of the competency related threshold payments
11. Where the changes resulting from the recommendation are straightforward they have taken effect in Force from 1st April 2012. However, a number of the recommendations have also been subject to local discussion and debate and have required a Force decision on how and when they will be implemented locally. To date, this has included the recommendations relating to the 'Introduction of an unsocial hours allowance' and 'Changes to Public Holiday arrangements'. Reports on both these recommendations have been considered and discussed at the Force Strategic Management Board (SMB) chaired by the Commissioner.
12. An Overnight and Hardship allowance policy and Standard Operating Procedure (SOP) was approved at SMB in November 2012 which introduced an allowance in specified circumstances; and a Policy and SOP on Substitute Public Holidays, was approved at SMB in December 2012, which allowed Officers to nominate substitute days for Bank Holiday leave days such as Christmas Day. However granting of these substitute days is dependent upon local and organisational business and operational need.
13. Other recommendations to be considered by the Force in due course include options and arrangements for offering voluntary exit terms to police officers and On-Call rotas and payment of allowances for On- Call for federated ranks.
14. In terms of Winsor part two and some outstanding recommendations from Winsor part one, a number of the recommendations that have been agreed

are still to be ratified by the Home Secretary and a number are still undergoing consultation, and relevant arbitration and negotiation. These include recommendations on Compulsory Severance ; Fitness Testing Recruitment of Chief Constables to allow possible candidates from overseas; Changes to pay scales for new recruits with a lower starting salary being introduced; Changes around managing officers on 'restricted duties'; and Pay progression of federated ranks to be linked to performance. The consultation phase on the proposals for Direct Entry for Inspectors and Superintending ranks has only recently concluded (28th March).

15. A further update report can be submitted to your Committee if appropriate, at a time when more of the recommendations have been settled.

Financial Implications

Impact on officers and staff

16. There is no question that there will be a detrimental impact as a result of some of the Winsor recommendations on the financial situation of many officers and staff. In addition to the current pay freeze, officers will be losing out on a number of additional payments such as special priority payments, bonus payments and competency related threshold payments. The rate of payment for certain types of overtime has also been reduced. Furthermore, from the 1st April 2013- officer's pension contributions are due to increase. This follows an increase in April 2012 and there will almost certainly be a further increase in April 2014. The increase in pension contributions will depend on which scheme officers are in and on their basic annual salary, but range from an increase of 1.2% to 3%. Although some new payments are being introduced by Winsor (such as an on call payment and overnight allowance), these will not impact upon the majority of officers.

Impact on Force Budget

17. In terms of financial impact upon the force's overall budget, the recommendations that have been implemented already that have the greatest impact upon the force budget are the unsocial hours' payments and the overnight allowance. The budget allocation for these for 2013-14 is £441k. The potential impact of the on-call allowance is not yet known as details are yet to be finalised, but based on the options so far presented to the Force's Strategic Management Board, the impact is calculated at approximately £127k.

18. However, the increment freeze on Police Officer pay will have saved the Force approximately £400k in 2012/13 and there will be a saving of approximately the same in 2013/14. In addition, the abolition of Special Priority Payments (SPP) will make a saving of £174k in 2013/14.

Summary	
Cost of recommendations already implemented	£441k
Potential cost of implemented recommendation (not yet finalised)	£127
Total	£568
Savings from increment freeze 2013/14	£400k
Saving from abolition of SPPs	£174
Total	£574

19. This presents a fairly cost neutral position so far, however Members may wish to note that the freeze on increments in pay is not permanent.

National financial impact (Winsor part 1)

20. In terms of predicted national savings and costs- the table below shows a summary of the estimated national costs and savings from Part 1 of the Winsor Review.⁵ (Figures have been rounded to the nearest £1m. Some of the totals do not sum due to rounding).

<i>Savings:</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>
Officers: 2- year progression freeze	-£72m	-£192m	-£220m
Staff: 2-year progression freeze	-£24m	-£42m	-£32m
Abolition of competency related threshold payments (CRTP)	-£37m	-£61m	-£65m
Suspension of Chief Officer and Superintendent bonuses	-£0.5m%	-£1m	-£1m
Abolition of Special Priority Payments (SPP)	-£50m	-£86m	-£86m
Changes to overtime/ mutual aid (officers and staff)	-£32m	-£58m	-£60m

⁵ Winsor Review Part I pp 208-209 & ACPO/ NPJA Winsor part I -Summary and Observations March 2011.

Total Savings- 1 -£441m - £463m	-£215m	-£441m	-£463m
<i>Costs of Part I review:</i>	<i>2011/12</i>	<i>2012/13</i>	<i>2013/14</i>
Unsocial hours payments (10% of basic pay)	£60m	£103m	£104m
Expertise and professional accreditation allowance (£1,200pa)	£52m	£90m	£90m
On call allowance (£15 per day for officers)	£10m	£15m	£15m
Team recognition awards (officers and staff)	£1m	£2m	£2m
Officer maternity pay (Increase to 18 weeks)	£3m	£5m	£5m
NI contributions	£17m	£30m	£30m
Total Costs	£144m	£245m	£246m
Total Net Savings	-£71m	-£197m	-£217m

National Policing Governance Structure

21. Members will also be aware from media reporting and the Commissioner's verbal updates to your Committee that there are a number of changes affecting the national governance structure for policing. The Crime and Courts Bill will provide the legal basis for the creation of the National Crime Agency (NCA), and in addition it will ultimately also legislate for the winding up of the National Policing Improvement Agency (NPIA) and the creation of the Policing College which will become a statutory body. The Bill has completed Committee stage in the House of Commons and, subject to the will of parliament, is on track to receive royal assent in the near future.

National Crime Agency

22. The NCA is due to become fully operational by 1st December 2013 and the 'build' phase is well underway, with Keith Bristow at the helm as head of the agency. The NCA will take in the Serious and Organised Crime Agency (SOCA), Border Policing (UK Border Agency and Border Force), the work

of the Child Exploitation Online Protection Centre (CEOP) and is also creating an Economic Crime Command (ECC).

23. The CoLP Chief Officer team has ensured it has been well positioned on relevant boards and in discussions regarding the creation of the ECC. The main Board for implementation of the ECC is the Economic Crime Command Board (ECCB) which the Commissioner attends. There are 16 organisations represented on the ECCB including CoLP, who remain engaged and are feeding into a wide variety of projects being coordinated by the Economic Crime Command Programme Team.
24. The sub-groups, two of which are chaired by Assistant Commissioner Dyson (Economic Crime Operations Group (ECOG) and Economic Crime Intelligence Group (ECIG)) continue to provide a mechanism to support multi-agency activity across prevention, intelligence and enforcement work streams. Numerous operations and projects are being developed, which are in turn testing and proving fundamental concepts crucial in informing the wider build of the Agency.
25. Over recent months, the programme has moved towards operational delivery through implementation of “shadow” intelligence, coordination and economic crime structures and improved definition of which commands will own certain assets, and their respective roles. The CoLP plays an important role in the delivery of this through secondments to the intelligence and economic crime teams, and through close engagement with shadow working and the sub-groups of the Economic Crime Coordination Board (ECCB).

National Policing Improvement Agency (NPIA)

26. As of December 2012, the NPIA has transferred all of its operational functions to the Home Office, the College of Policing and the Serious Organised Crime Agency (SOCA). Some of these functions will transfer from the above bodies to the National Crime Agency (NCA) and the Police ICT Company when they are operational/ established. A full list of which functions have gone to which agency can be found on the NPIA website.⁶

College of Policing

27. The College of Policing was officially launched on 4th February 2013. The Government hopes that it will be *fully* established by 2014. The Chief

⁶ <http://www.npia.police.uk/en/19482.htm>

Executive Officer of the College is Chief Constable Alex Marshall formerly of Hampshire Constabulary. The College is currently focusing on its future shape and structure.

28. The College will initially retain many of the NPIA's functions that are linked to enhancing police professionalism, including: learning and development, strategy and curriculum; Authorised Professional Practice (APP); examinations and assessment; the International Academy; Leadership training and assessment; uniformed operational support; and specialist training and research & analysis information unit. The College will also inherit the Police National Chemical, Biological, Radiological, Nuclear (CBRN) Centre.

Police ICT Company

29. As part of the wider reforms the Home Secretary announced that she would be creating a Police Information Communications Technology (ICT) Company, the overriding objective of this would be to enable police forces to get better value for their ICT spend. The Company is intended to be owned by the Police and Crime Commissioners (PCCs) and led by police forces as customers.
30. On the 16th July 2012 a written ministerial statement was laid in the House of Commons by the Home Secretary and in the House of Lords by Lord Henley. This informed both Houses that the Home Office had now legally incorporated 'The Police ICT Company Ltd'. The company is jointly owned by the Association of Police and Crime Commissioners (APCC) (since their appointment in November) and the Home Office. Twelve directors have been appointed from the policing community to form a board of directors. At this stage the purpose of the ICT company is to provide governance and oversight since the election of the PCC's to include agreeing the long term ownership group, agree governance of the ownership group and develop a business plan and organisational design.
31. The NPIA functions transferring to the new company in due course (the Home Office in the interim) include ICT Strategy; ICT contract management, procurement and service management and management of and implementation of ICT projects and programmes. Having consulted with the Project Manager for the East Coast IT Services (ECIS) project, there should be no direct impact on the proposed collaboration agreement between CoLP, Kent and Essex, and any issues regarding technical management will be managed through appropriate wording in the contracts and managed through the ECIS governance structure.

Conclusion

32. It is evident that as a result of the Government's Police reform agenda, there are a number of large scale changes taking place that are already, or will in the future, be impacting significantly upon Police Forces. The Force is working, through its corporate governance structure, to ensure that these changes are managed at Force and Authority level where appropriate to achieve the longer term aims of Government's objectives. This report is submitted for the information of Members.

Background Papers:

Winsor Review by Thomas P Winsor

Closure of the NPIA- Summary for Chief Constables - NPIA December 2012

The National Crime Agency- A plan for the creation of a national Crime Fighting capability- Home Office June 2011

Appendices

Appendix A- Full list of recommendations from the Winsor Review I and II

Appendix B – Extract of recommendations impacting on officers

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Appendix A – List of all recommendations from the Winsor Review

Winsor Part I

Chapter 1

Recommendation 1 – The Police Service of Northern Ireland and the Northern Ireland Policing Board should review the Northern Ireland transitional allowance with a view to increasing the rate by 12.5% to £2,994 for September 2010/11.

Chapter 2

Recommendation 2 – Police constables, sergeants, inspectors and chief inspectors should receive an additional 10% of their basic pay, on an hourly basis, for hours worked between 8:00pm and 6:00am (non-pensionable).

Recommendation 3 – Police staff should not receive additional shift premium (time and a half or double time) for weekend day working if it is part of their normal contracted hours. The rate for routinely working a public holiday should be reduced to double time only. This should be agreed in the Police Staff Council and incorporated into individual contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.

Recommendation 4 – The Office of National Statistics should consider disaggregating police staff in their Annual Survey of Hours and Earnings in the future, so that their pay can be more easily compared and understood.

Recommendation 5 – Determination Annex E, made under Regulation 22 of the Police Regulations 2003, should be amended to require the chief officer to consult, rather than agree, with the local joint branch board and individual officers in connection with the bringing into operation of a variable shift arrangement. That consultation should take place over a period of at least 30 days. Before making his decision, the chief officer should be required to consult the affected officers and take full account of their individual circumstances, including the likely effects of the new arrangement on their personal circumstances. New shift arrangements should not be brought into effect earlier than 30 days after the communication of the decision of the chief officer.

Recommendation 6 – Determination Annex G, made under Regulation 25 of the Police Regulations 2003, should be amended to replace time and a third premium pay for casual overtime with plain time. The minimum hours for being recalled between duty should be abolished and instead paid at plain time for the hours worked, with travelling time.

Recommendation 7 – Determination Annex H, made under Regulation 26 of the Police Regulations 2003, should be amended to remove double time premium pay and the notice period of five days for working on a rostered rest day. Time and a half premium pay should be payable for working on a rostered rest day with fewer than 15 days' notice.

Recommendation 8 – Determination Annex H, made under Regulation 26 of the Police Regulations 2003, should be amended to allow the payment of overtime at double time for 25 December and seven other days chosen for the next financial year by the officer before 31 January. Cancellation with fewer than 15 days' notice should require the authority of an Assistant Chief Constable.

Recommendation 9 – The Police Staff Council’s handbook, Section 1, paragraph 6.1.2 should be amended to provide for the payment of additional hours of Sunday working at the rate of time and a half. This should be agreed in the Police Staff Council and incorporated into contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.

Recommendation 10 – For working public holidays, police staff should receive double time for working on 25 December and on seven other days chosen for the next financial year by the employee in question before 31 January. Cancellation with fewer than 15 days’ notice should require the authority of an Assistant Chief Constable. This should be agreed in the Police Staff Council and incorporated into contracts of employment using the established mechanisms for doing so. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.

Recommendation 11 – Police officers on mutual aid service should be paid for the hours they are required to work each day, plus travelling time to and from the place of duty. Where those hours coincide with the unsocial hours period, or the duty has been required at short notice and they are eligible for the new overtime rates, the officer should be paid at the applicable premium rates.

Recommendation 12 – The definition of ‘proper accommodation’ should be revised to describe a single occupancy room with use of en suite bathroom facilities. Where such accommodation is not provided, the officer should receive a payment of £30 *per* night. The current definition of ‘higher standard accommodation’ should be removed and not replaced.

Recommendation 13 – Officers held in reserve on a day and who have not been paid for any mutual aid tour of duty that day, should receive the on-call allowance of £15 for that day.

Recommendation 14 – The Police Advisory Board should establish and publish improved guidance as to the types of outside jobs and business interests which are likely to lead to the rejection of applications in this respect. This should be done after consultation with potentially affected parties or their representatives.

Recommendation 15 – Regulation 7(5) of the Police Regulations 2003 should be amended to remove the Secretary of State from the appeals process.

Recommendation 16 – A medal should be awarded for five years’ service as a special constable.

Recommendation 17 – Special constables should be eligible for police team recognition awards alongside regular police officers and police staff.

Recommendation 18 – Special constables should be eligible for all new police medals.

Recommendation 19 – The Special Constables (Amendment) Regulations 2002 should continue to be used in connection with the provision of financial rewards for special constables, where police forces consider that they will be effective and represent value for money, but the role of the Home Secretary in approving those schemes should be removed.

Chapter 3

Recommendation 20 – Police officers and all members of police staff below the top of their pay scale should be suspended at that increment for a two-year period commencing September 2011.

Recommendation 21 – The current systems of performance-related pay should be suspended until September 2013.

Recommendation 22 – Forces reviewing their performance and development systems and training for managers should do so in the knowledge that they may be used in determining pay within the next two to three years.

Recommendation 23 – There should be no changes to the present basic pay arrangements for Chief Constables and Deputy Chief Constables.

Recommendation 24 – Assistant Chief Constables should move from their current pay scales onto a single rate for the job based on the weight of what they do, in the same way as their Chief Constable and Deputy Chief Constable colleagues. Part 2 of this review will set out in more detail how such a scheme should be implemented.

Recommendation 25 – The chief officer bonus scheme should be suspended for a two-year period commencing September 2011.

Recommendation 26 – The post-related allowance for chief superintendents should be retained at its present level for the short-term, to reflect the different weights of jobs at the same rank.

Recommendation 27 – The bonus scheme for superintendents and chief superintendents should be suspended for a two-year period commencing September 2011.

Recommendation 28 – The higher basic pay for London inspectors and chief inspectors should be retained in the short term.

Recommendation 29 – Competence Related Threshold Payments should be abolished from 31 August 2011 and all outstanding CRTP payments up to that date should be paid on a pro-rated basis.

Recommendation 30 – Chief officers should continue to be able to make *ex gratia* payments of £50 to £500 to any officer to recognise a piece of work which is outstandingly demanding, unpleasant or important.

Recommendation 31 – Chief officers should recognise whole teams, both officers and staff, with a team recognition award payment of £50 to £100 each for outstandingly demanding, unpleasant or important work, or outstanding work for the public.

Recommendation 32 – ACPO and the Police Federation of England and Wales, along with other interested parties, should convene a working group to establish a series of new national policing awards.

Chapter 4

Recommendation 33 – Special Priority Payments should be abolished from 31 August 2011 and all outstanding SPPs up to that date should be paid on a pro-rated basis.

Recommendation 34 – An interim Expertise and Professional Accreditation Allowance of £1,200 *per annum* should be introduced from September 2011 for officers meeting the skills or length of service criteria in the four stated priority functions. It should be paid monthly and pro-rated where an officer works part-time. It should be removed when an officer leaves the qualifying role.

Recommendation 35 – The Expertise and Professional Accreditation Allowance should be expanded or replaced when a more sophisticated system of job banding or professional accreditation is established and has been introduced.

Recommendation 36 – Arrangements for police forces to recognise the skills of police staff should remain unchanged in the short term.

Chapter 5

Recommendation 37 – Police Authorities should be required to pay all reasonable costs arising from the sale and purchase of a chief officer's house, and should pay all tax liabilities arising from any relocation packages, so that, for the chief officer concerned, there is no personal financial disadvantage.

Recommendation 38 – Police Authorities should publish details of all benefits for chief officers and their values in their annual reports, itemised by officer.

Recommendation 39 – Chief officers should provide receipts for all expenses, and information as to expenses above £50 paid to chief officers should be published quarterly on the Police Authority's website.

Recommendation 40 – The section on officer accommodation in the 'Guide to conditions of service for police officers seconded to central services' should be revised. The presumption should be that officers are accommodated in property owned by the relevant organisation or wider police service. Only when no such property is available should private rental property be used, and the cost of accommodation should be kept to a reasonable minimum, including an expectation of approximately 30 minutes' travelling time to work. Officers should only be reimbursed for actual accommodation or purchase of a property in exceptional circumstances.

Recommendation 41 – Receiving organisations should list where they have agreed exceptional accommodation charges with officers in their annual report on an anonymised basis.

Recommendation 42 – Regional allowances should remain unchanged in the short term.

Recommendation 43 – The replacement allowance for housing should remain. However, the amount an officer receives should not increase from 31 August 2011 with changes in personal circumstances, such as promotion. The existing framework, by which the amount an officer receives reduces when he lives with another officer also receiving the allowance, should remain.

Recommendation 44 – A national on-call allowance for the Federated ranks should be introduced from September 2011. The amount of the allowance should be £15 for each occasion of on-call after the officer in question has undertaken 12 on-call sessions in the year beginning on 1 September. An on-call occasion should be defined as the requirement to be on-call within any 24-hour period related to the start-of-the-police-day.

Recommendation 45 – The national on-call allowance should be reviewed by the Police Negotiating Board three years after its introduction in the context of better management data.

Recommendation 46 – The link between the Motor Vehicle Allowance for police officers and that for local authorities should be re-established from September 2011.

Recommendation 47 – First-class travel expenses for the ranks of superintendent and above should be published quarterly on the force's website.

Recommendation 48 – Officers' maternity entitlement should increase from 13 weeks at full pay to 18 weeks at full pay, with officers having the option, with the agreement of their chief officer, to spread the final five weeks of maternity pay over 10 weeks at reduced rate.

Recommendation 49 – Staff standby allowance should be reduced to £15 from September 2011.

Recommendation 50 – First-class travel expenses for police staff members should be published quarterly on the force’s website.

Chapter 6

Recommendation 51 – Regulation 13 of the Police Regulations 2003, which allows for the dismissal of officers, should be retained for probationary officers.

Recommendation 52 – All police forces should take steps to learn from those police forces which have attained best practice in the area of the handling of poor performance and discipline, including in the training of supervisors who may have to use UPP procedures.

Recommendation 53 – Police forces should collaborate to identify a cadre of Assistant Chief Constables who specialise in unsatisfactory performance and attendance procedures and hear cases across police force boundaries.

Recommendation 54 – The Police (Performance) Regulations 2008 should be amended to provide that if a police officer has had two or more adverse determinations made against him, on substantive (rather than procedural) grounds, in concluded UPP proceedings within the past five years, subsequent UPP proceedings should begin at Stage 3.

Recommendation 55 – The Police Pension Regulations should be amended to allow chief officers to make a choice in relation to the time at which their pension benefits crystallise.

Recommendation 56 – The existing regime concerning the severance terms which may be provided to Chief Constables and Deputy Chief Constables should be retained in the short-term.

Recommendation 57 – The criteria for the use of the powers in Regulation A19 should be amended, with service-critical skills and performance being explicit considerations.

Recommendation 58 – As quickly as possible, police forces should be provided with the ability to offer voluntary exit terms to police officers, substantially on the terms contained in the Civil Service Compensation Scheme 2010.

Recommendation 59 – Regulation 5(4) of the Police Regulations 2003 should be amended so that an officer giving written notice to return from part-time to full-time working, must be appointed by the Police Authority within two months if the force has a suitable vacancy, and within four months of the notice being received.

Recommendation 60 – The current system of severance for police staff, with its local flexibility, is appropriate and should remain.

Chapter 7

Recommendation 61 – Forces and their occupational health departments should continue to develop and improve schemes to monitor the use of long-term sickness, recuperative duty and restricted duty, to improve the management of those on restricted duties and work with officers to bring them back to full duties as quickly as possible.

Recommendation 62 – Current sickness policies should remain unchanged in the short term.

Winsor Part 2

Chapter 2

Recommendation 1 – The terms and conditions of police officers and staff should remain separate for the foreseeable future.

Recommendation 2 – The new police pay review body (see Chapter 10) should undertake a periodic review of the development of the police workforce, and its increasing professionalisation and specialisation, and make an assessment and recommendation to the Home Secretary as to the feasibility of attaining a greater degree of harmonisation of the terms and conditions of police officers and those of police staff. Where it is feasible, it should be done. The period in question should be five years.

Chapter 3

Recommendation 3 – From April 2013, an additional qualification should be added to the list required for appointment to a police force in Regulation 10 of the Police Regulations 2003. Candidates eligible for appointment to a police force should have either a Level 3 qualification, or a police qualification which is recognised by the sector skills council, Skills for Justice, or service as a special constable or service as a PCSO (or another staff role which the chief officer is satisfied provides appropriate experience). The chief officer should have a discretion in relation to which of these criteria should apply to applicants for entry to his force.

Recommendation 4 – Forces should collaborate on the development of policing qualifications.

Recommendation 5 – The passmark for the 2013 SEARCH assessment process should be raised to at least 70%. This should be reviewed after five years to ensure that the academic threshold is sufficiently rigorous.

Recommendation 6 – The basic training of police officers should be improved so as more fully to cover the essential features of the place of the police in the criminal justice system.

Recommendation 7 – The police service should establish a programme of intensive promotion of itself, and all the advantages it has to offer, to young people in schools and universities throughout the country.

Recommendation 8 – From August 2013, a national Direct Entry (Inspector) scheme should be established with the objective of improving police leadership and offering rapid training and promotion to individuals of high ability and capacity. It should be run by the Police Professional Body with the co-operation of police forces. The intake should be set annually, with at least 80 participants in each intake. Around half of the scheme members should be external graduates and half in-service officers and police staff members. The scheme should be rigorous and highly selective.

Recommendation 9 – The Direct Entry (Inspector) scheme should last three years for external candidates and two years for internal candidates. Successful candidates should attain the rank of inspector at the end of the scheme. In the first year, external candidates should gain policing experience, and by the end of that year pass an intensive version of the diploma in policing. At the end of this year, participants who have met the requisite standard of achievement should be promoted to sergeant and begin a two-year course where they will be joined by in-service candidates who have also been promoted to sergeant. This course should have a residential element based at the national police college, and time spent in force. The course should focus on leadership, operational policing and management skills. Assessment should be rigorous and continuous. There should be two examinations a year which must be passed. Successful participants should be promoted to inspector on completion of the course.

Recommendation 10 – Paragraph 1 of Determination Annex C, made under Regulation 12 of the Police Regulations 2003, should be amended to allow those on an accelerated promotion scheme recognised by the Home Secretary to serve a one-year probationary period, or shorter as the relevant chief officer determines in the circumstances of a particular case.

Recommendation 11 – Regulation 7(2) of the Police (Promotion) Regulations 1996 should be amended to provide that officers on an accelerated promotion scheme, recognised by the Home Secretary, should be promoted from constable to sergeant if they have met the criteria to join a recognised accelerated promotion scheme course, have completed one year's service and have passed a one year probation period, subject to the discretion of their Chief Constable. Officers promoted in such a manner should be on probation until they have completed two years' service at that rank or a recognised accelerated promotion scheme course, whichever is later.

Recommendation 12 – Regulation 7(4) of the Police (Promotion) Regulations 1996 should be amended to provide that officers on an accelerated promotion scheme recognised by the Home Secretary should be automatically promoted from sergeant to inspector upon passing a recognised accelerated promotion scheme course.

Recommendation 13 – The Police Professional Body should develop a distance-learning version of the policing technical certificate designed as a pre-entry requirement for the Direct Entry (Inspector) scheme and Direct Entry (Superintendent) scheme, or work with an appropriate education provider to do so.

Recommendation 14 – The Police Professional Body should lengthen the current 'Foundation for Senior Leaders' course so that those taking it learn about leadership, management and operational skills in greater depth. The course should last six weeks instead of three weeks.

Recommendation 15 – Officers wishing to become eligible for promotion to superintendent should first be required successfully to complete an enhanced 'Foundation for Senior Leaders Course'.

Recommendation 16 – Provision should be made in police regulations to enable police officers to be seconded to organisations outside policing for a period not exceeding five years.

Recommendation 17 – The Police Regulations 2003 should be amended to provide for the return to the police service of former non-probationary officers at the rank they last held. There should be no right of return and there must be a suitable vacancy. Return after more than five years should not be allowed other than in exceptional circumstances.

Recommendation 18 – The Police Regulations 2003 should be amended to provide that returning officers should be subject to a probationary period of six months.

Recommendation 19 – A national scheme for recruitment directly to the rank of superintendent should be established and brought into operation from September 2013. Participation in the scheme should be at the discretion of the chief officer. The scheme should last 15 months. Participants on the scheme should be persons of exceptional achievement and ability who have been assessed as having the potential to be senior police officers. They should be paid as superintendents on the lowest pay point whilst on the course. The knowledge, skill and experience required for them to operate competently and confidently as full superintendents should be delivered through a mixture of in-force training and an 18-week course of instruction at the police college.

Recommendation 20 – The scheme should be operated by the Police Professional Body, which should also meet the costs of the scheme, other than the support provided to scheme members by forces. It should be the decision of each Chief Constable whether or not his force will

participate in the scheme. There should be an objective (but not a firm target) of there being 20% of superintendents recruited as direct entrants within ten years of the first superintendents completing the scheme in November 2015.

Recommendation 21 – Determination Annex C of Regulation 12 of the Police Regulations 2003 should be amended to provide that those entering above the rank of constable should serve a probationary period in accordance with the applicable direct entry scheme.

Recommendation 22 – The direct entry scheme for superintendents should be reviewed after a period of five years.

Recommendation 23 – From September 2013, the eligible experience for a Chief Constable set out in Determination Annex B, made under Regulation 11 of the Police Regulations 2003, should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent.

Recommendation 24 – The eligible experience for a Chief Constable set out in Schedule 8, Part 1, paragraph 2(1)(a) of the Police Reform and Social Responsibility Act 2011 should be amended to include service in a chief officer equivalent role overseas in a common law jurisdiction which practises policing by consent.

Recommendation 25 – The Police Professional Body should develop a flexible, tailored course of instruction for Chief Constables appointed from overseas.

Recommendation 26 – Determination Annex B, made under Regulation 11 of the Police Regulations 2003, should be amended to remove the requirement as to the length or place of service required to become a Chief Constable in the case only of officers to be appointed as Chief Constables from police forces outside the United Kingdom.

Chapter 4

Recommendation 27 – The sole criterion for the recruitment, advancement and promotion of police officers should be merit.

Recommendation 28 – All police forces should establish efficient methods for the active and constructive development of the careers of officers, irrespective of rank. The best candidates should be sought out and their potential developed and realised.

Recommendation 29 – Each force should establish a succession planning system which identifies projected vacancies and the people most likely to be best fitted to fill them, bearing in mind the long-term as well as the short-term needs of the individual, the force and the police service as a whole.

Recommendation 30 – Chief Constables should make greater use of ‘rank skipping’, so that an officer is not required to serve at every rank in his career if he is considered ready for promotion to a rank higher than the next.

Recommendation 31 – For each rank above constable, a core set of leadership, management and financing skills should be established by the new Police Professional Body. An officer should be trained and assessed in these before he is promoted.

Recommendation 32 – The responsibilities of the Police Promotions Examination Board for setting promotions standards should be subsumed into the Police Advisory Board of England and Wales so that recommendations on the standards required for entry and promotion are

considered by the same body. When this has been done, the PPEB should be abolished.

Chapter 5

Recommendation 33 – A fitness test should be introduced in September 2013 for all police officers and staff required to undertake personal safety training. Participants should be required to attain level 5:4 on a 15-metre shuttle run. From September 2014, those who fail the test three times should be subject to the appropriate disciplinary procedures.

Recommendation 34 – From September 2018, an annual physical fitness test should be introduced for all police officers in England and Wales, equivalent to the test used for recruits in the Police Service of Northern Ireland.

Recommendation 35 – From September 2018, the national police recruitment test should be replaced by the more demanding physical assessment test used in the Police Service of Northern Ireland.

Recommendation 36 – From September 2018, probationers should have to prove their fitness against the more demanding physical assessment test of the Police Service of Northern Ireland.

Recommendation 37 – From September 2018, national fitness tests for specialist police officer roles should be introduced, designed most closely to test the physical capability of officers to discharge the responsibilities of the specialist police officers in the field.

Recommendation 38 – The Police Regulations 2003 should be amended to specify the procedure for determining the circumstances in which an officer may be placed on restricted duty, the arrangements which a Chief Constable may make for officers on restricted duty, and the adjustments to the pay of such officers.

Recommendation 39 – From September 2014, officers on restricted duty should have their deployability and capability to exercise police powers assessed one year after being placed on restricted duty. Officers who are not deployable and are not capable of work which requires the office of constable should sustain a reduction in pay equal to the value of the deployability element of the X-factor, namely the lower of eight *per cent* and £2,922 *per annum*. After a further year, appropriate proceedings should be initiated to dismiss or retire these officers from the police service on the grounds of incapability or poor attendance. Officers who are permanently disabled from working as police officers should be ill-health retired. Those who are not permanently disabled should be given the opportunity to resign as police officers and immediately take up a police staff job on police staff terms and conditions, if one is available.

Recommendation 40 – A former officer who resigns to take a police staff job or who is dismissed on the grounds of incapability or poor attendance following the restricted duty process, should be entitled to be considered for re-appointment if, following an assessment by an approved medical practitioner, the condition which previously compromised his capability is judged to have permanently changed so as to restore his ability to work as a police officer. Without the former officer having to go through the full selection process, the force should be required actively to consider whether a suitable vacancy at the former officer's rank exists or is likely to exist in the coming year. The force should have this duty for a period of five years after the officer has left.

Recommendation 41 – A returning officer should have an unblemished disciplinary record and be able to pass the fitness test. Forces should also assess carefully a record of poor attendance. Such former officers should be on probation for six months.

Recommendation 42 – The Police Act 1996 should be amended to give the Police Appeals Tribunal the same power as an employment tribunal in respect of the remedies it may order when it has found in favour of a claimant police officer.

Recommendation 43 – The normal pension age for police officers should be set at 60 in line with the implemented recommendations made by Lord Hutton of Furness.

Recommendation 44 – A future police pension scheme should retain the existing test which must be fulfilled for an officer to be considered for an ill-health retirement pension, that is that the officer should be permanently disabled for the ordinary duties of a police officer.

Recommendation 45 – A future police pension scheme should determine the size of a police officer's pension, when he is retiring on the grounds of ill-health, by considering both his length of service and his future capacity for regular employment.

Chapter 6

Recommendation 46 – The Police Regulations 2003 should be amended to create a system of compulsory severance for police officers with less than full pensionable service from April 2013.

Recommendation 47 – The Police Regulations 2003 should be amended to provide for the payment of financial compensation to police officers with less than full pensionable service who leave the police service by reason of compulsory severance. Forces should be empowered to offer financial compensation on the same terms as are available under the Civil Service Compensation Scheme 2010.

Recommendation 48 – Officers who have been subject to compulsory severance should have access to employment tribunals if they wish to allege that their severance has been unfair.

Recommendation 49 – HMIC, in consultation with police forces, the Police Professional Body and the Home Office, should establish a national template for a force management statement which should be published by each police force with its annual report. The force management statement should contain consistently presented, reliable data about the projected demands on the force in the short, medium and long terms, the force's plans for meeting those demands, including its financial plans, and the steps it intends to take to improve the efficiency and economy with which it will maintain and develop its workforce and other assets, and discharge its obligations to the public. Each force management statement should also contain a report, with reasons, on the force's performance in the last year against the projections made for that year in the last force management statement. Exclusions should be permitted on security grounds.

Recommendation 50 – Compensation payments for Chief Constables and Deputy Chief Constables whose fixed term appointments are not renewed should be fair and more generous than the compensation available to officers who leave the police service by reason of compulsory severance, taking into account any pension entitlements. The current scheme should therefore remain.

Recommendation 51 – Hearings under the Police (Conduct) Regulations 2008, which have the power to dismiss an officer, should also have the power to remove some or all of the compensation payment for the contract of appointment to which the chief officer is currently subject if there has been a violation of the mandatory standards of professional conduct under the Police (Conduct) Regulations 2008.

Recommendation 52 – Fixed term appointments for Chief Constables and Deputy Chief

Constables should remain in place.

Chapter 7

Recommendation 53 – The current maximum basic pay for constables should remain at £36,519.

Recommendation 54 – A new, shorter pay scale for constables should be introduced for new entrants from April 2013 as outlined in Table 7.12 of this report. It should have a lower starting salary than the current scale, but should allow constables to move to the maximum more quickly.

Recommendation 55 – Pay points 6, 7, and 9 should be removed from the existing constables' pay scale in April 2014, 2015, and 2016 respectively. This will allow constables to move to the maximum more quickly and ensure that the current and new pay scales merge in 2016.

Recommendation 56 – Pay point 0 of the current sergeants' pay scale should be removed from April 2014 to ensure that sergeants are always paid more than constables, consistent with the greater responsibilities of the job.

Recommendation 57 – The London lead for the inspecting ranks in the London forces should be maintained in the short-term. The police pay review body should consider the London lead in its first review. Unless the pay review body is satisfied that the inspecting ranks in London do indeed have greater responsibilities and workloads than their counterparts elsewhere, the London lead should be abolished.

Recommendation 58 – The police pay review body should, in its first triennial review, consider further increasing the gap between the constable and sergeant pay scales, and between the inspector and chief inspector pay scales, to ensure that good candidates are incentivised to seek promotion.

Recommendation 59 – The national spend on bonuses and double increments for superintendents should be reinvested into a revised three-point pay scale for superintendents, with a starting salary of £60,094 and a maximum of £72,585 from April 2014.
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Recommendation 60 – The post-related allowance for chief superintendents should be abolished. The cost of the post-related allowance, bonus payments and double increments, should be reinvested into a revised basic pay scale for chief superintendents with a starting salary of £77,215 and a maximum of £81,457 from April 2014.

Recommendation 61 – Assistant Chief Constables should remain on a single national pay scale.

Recommendation 62 – The pay scale for Assistant Chief Constables should be replaced with a three-point pay scale. It should start at £93,753 have a second pay point at £99,798 and a maximum of £105,849. Existing pay points 1, 3 and 5 should be removed in April 2014, 2015 and 2016 respectively.

Recommendation 63 – The pay of Deputy Chief Constables should remain unchanged in the short-term.

Recommendation 64 – Police and crime commissioners should have the power to set the Chief Constable's basic pay at any level which is up to ten *per cent* above or below the national rate for a Chief Constable in the force in question.

Recommendation 65 – Each police and crime commissioner should publish in his annual report the rate of basic pay agreed with the Chief Constable, and the reasons why it was set at that level, together with the details and value of all benefits received by chief officers.

Recommendation 66 – All police forces should review, and if necessary amend, their pay grading structures to ensure that they are fully compliant with the requirements of the Equality Act 2010.

Recommendation 67 – Police forces should review pay grading structures at the earliest opportunity, and in any case not later than April 2013. Where they establish that pay scales are excessively long, they should be shortened as fairly and quickly as possible, consistently with the need for efficiency and economy.

Recommendation 68 – Police staff pay grading should continue to be undertaken by individual police forces.

Recommendation 69 – Police forces should review and, if necessary, amend their pay grading systems in relation to local pay rates to ensure that they are paying no more than is required to recruit and retain individuals of the requisite quality. Any necessary adjustments to grading systems should be made with sensitivity to the personal financial circumstances of the police staff affected, who should be provided with an appropriate degree of pay protection as any necessary changes are brought into effect over time.

Recommendation 70 – Forces should undertake this review as part of their normal salary determination processes. The review should begin not later than April 2013.

Recommendation 71 – The deployment component of the police officer X-factor should be established to be 8% of basic pay for constables. For other ranks, it should be expressed in cash terms, benchmarked at 8% of the maximum of constables' basic pay.

Recommendation 72 – The value of the deployment component of the X-factor should be reviewed every five years. The new police pay review body, recommended in Chapter 10, should conduct the review.

Recommendation 73 – The new police pay review body should review the level and scope of regional allowances for police officers. The national rate of basic pay should only be raised if justified by recruitment and retention problems in force areas with the least competitive labour markets. Local recruitment and retention problems should be solved through an enhanced system of regional allowances. The pay review body should begin this work in its first review.

Recommendation 74 – Chief Constables should be given discretion to pay regional allowances up to the current maximum level, as set out in Determination Annex U made under Regulation 34 of the Police Regulations 2003, and the discretion to apply eligibility criteria based on location and performance.

Recommendation 75 – Forces that recruit constables in the first five years of their service should pay compensation to the force from which they have recruited the constable, to ensure that training costs are fairly shared amongst all forces.

Recommendation 76 – The new police pay review body should consider the case for the extension of a system to reimburse the training costs of specialist police officer roles, such as firearms, in its first triennial review.

Recommendation 77 – Police staff pay grading should continue to be determined at force level.

Recommendation 78 – Police forces should examine how their police staff salaries relate to the local labour market, and adjust them if they are found to be paying rates that are above or below the level necessary to recruit and retain individuals of the right calibre.

Chapter 8

Recommendation 79 – The Police Professional Body should amend the current NPIA PDR model to make it fit for use as the basis of contribution-related pay in the police service. This will involve: (a) reducing the number of box markings to three and giving clear definitions of each; (b) taking account of continuous professional development in the final box-marking; (c) including a record of attendance in the PDR; (d) taking account of whether the officer has passed the new fitness test; (e) developing guidance for the use of moderation panels to ensure force-level consistency, and forced distribution to identify the least effective 10% of officers and staff.

Recommendation 80 – The amended NPIA PDR template, and its accompanying guidance, should be established as the minimum standard for appraisal in the police service. Forces should be at liberty to develop and improve the PDR system thus established, but they should not disturb or eliminate its essential features. Forces should abide by its guidance, particularly in relation to (a) minimising bureaucracy; and (b) working on the assumption of competence.

Recommendation 81 – The amended NPIA PDR should be used in all forces in England and Wales beginning in 2014/15. Training should be given in advance to all line managers to ensure that they can use the PDR efficiently and effectively, so as to inspire confidence in the system and its operation.

Recommendation 82 – Forced distribution should be used to identify the least effective 10% of officers and staff. The forced distribution should be decided upon in moderation panels. Line managers of officers and staff who are the least effective 10% of performers must consider the use of unsatisfactory performance procedures for officers and the equivalent procedures for police staff. A written note must be made explaining what action was taken, and why, in the case of each individual.

Recommendation 83 – Competence Related Threshold Payments should be abolished by April 2013 at the latest, and all accrued CRTP payments up to that date should be made on a prorated basis.

Recommendation 84 – Pay progression for officers in the Federated ranks should be subject to a satisfactory box marking in the annual appraisal. Those officers who receive a box marking of ‘satisfactory contribution’ or above should advance by one pay increment; those who receive an ‘unsatisfactory contribution’ box marking should remain on the same pay point for a further year. This should be introduced for sergeants, inspectors and chief inspectors in 2014/15 and for constables in 2015/16.

Recommendation 85 – ACPO, and the Police Federation and police staff trade unions, along with other interested parties, should establish a series of new national policing awards for police officers and staff.

Recommendation 86 – Pay progression for officers in the superintending and ACC ranks should be subject to at least a satisfactory box marking in the annual appraisal. Those officers whose contribution is marked as satisfactory or above should advance by one pay increment; those who receive an ‘unsatisfactory contribution’ box marking should remain on the same pay point for a further year.

Recommendation 87 – Double increment pay progression should be abolished in April 2013.

Recommendation 88 – Individual bonus schemes for officers in the superintending, ACC and DCC ranks should be abolished in April 2013.

Recommendation 89 – The bonus scheme for Chief Constables should be abolished with effect from April 2013.

Recommendation 90 – Contribution-related pay progression should be extended so as to apply to all police staff.

Recommendation 91 – Performance-related bonus schemes for police staff, of all grades, should be abolished with effect from April 2013.

Recommendation 92 – Chief officer bonuses which are awarded to police officers for performing outstandingly demanding, unpleasant, or important work should be maintained, and police staff in all forces should be eligible to receive these payments on the same terms as officers.

Chapter 9

Recommendation 93 – The present implementation of the Policing Professional Framework (PPF) for police staff roles should continue.

Recommendation 94 – An interim Expertise and Professional Accreditation Allowance (EPAA) should be introduced from April 2013. It should reward qualifying officers for the skills they use in the four stated priority functions: neighbourhood policing; public order; investigation; and firearms. The EPAA should be £600 *per annum*, and should be paid monthly. It should be removed when an officer leaves the qualifying role. The EPAA should be abolished when the Specialist Skills Threshold is introduced.

Recommendation 95 – A Foundation Skills Threshold should be introduced at the fourth point of the constables' pay scale by 2016 at the latest. It should test the officer's knowledge and understanding of the fundamentals and essential details of the criminal law, including the rules of evidence and procedure, the constitutional position of the police, including their accountability, and the rights of witnesses, victims and suspects, and other citizens. The Police Professional Body should be remitted to devise the test.

Recommendation 96 – Every constable should attempt the Foundation Skills Threshold, and only those who pass the test should be allowed to move up the pay scale. Constables should be re-tested every five years. Repeated failures to pass the test should lead to the constable being entered into the force's unsatisfactory performance procedures.

Recommendation 97 – A Specialist Skills Threshold should be introduced at the final pay point of all police officer pay scales up to and including chief superintendent, by 2016 at the latest. It should consist of a rigorous test of the specialist knowledge and skills required in each role and rank. The Police Professional Body should be remitted to devise the test.

Recommendation 98 – Officers who pass the Specialist Skills Threshold test should move up to the pay maximum for their rank, and receive an accredited qualification. The test should be re-taken every three years. Failure to pass the re-test should result in the officer reverting to the highest non-threshold pay point.

Recommendation 99 – The Specialist Skills Threshold should apply only to those roles that require the warranted powers or expertise of a police officer. A suggested list for the Federated

ranks is provided in Table 9.6. The Police Professional Body should be remitted to determine which roles are eligible for the Specialist Skills Threshold. When established, the prescribed skill areas should be determined by the police pay review body with the advice of the Police Professional Body, which should accredit them and set the standards to be attained.

Recommendation 100 – A Specialist Skills Threshold should be introduced at the final pay point of police staff pay scales, and should operate in the same way as for police officers. It should be for police forces to determine which of their police staff roles are eligible for the Specialist Skills Threshold, using implementation of the Policing Professional Framework and Authorised Professional Practice as the basis for establishing which roles require specialist skills.

Recommendation 101 – A Public Order Allowance (POA) should be established when the EPAA is removed. It should be paid to those officers who have attained Level 1 or 2 public order accreditation and who have been deployed to at least six public order operations during a 12-month period in which the ‘Gold, Silver, Bronze’ Command Structure was activated. The POA should be £600 *per annum*.

Recommendation 102 – The continued eligibility of the qualifying group of public order officers to receive the Public Order Allowance should be considered every five years by the new police pay review body. The police pay review body should consider whether, and by how much, it should be uprated each year.

Recommendation 103 – The Police Regulations 2003 should be amended to provide the Commissioners of the Metropolitan Police with the authority to determine an appropriate level of buy-out of the casual overtime of specialist protection officers.

Recommendation 104 – The Commissioner of the Metropolitan Police should determine an appropriate buy-out of the casual overtime of specialist protection officers which results in a greater harmonisation of the pay of specialist and royalty protection officers, and which takes appropriate account of the unique requirements of specialist protection officers.

Recommendation 105 – In 2017, the recommended police officer pay review body should reconsider the buy-out of sergeants’ casual overtime.

Recommendation 106 – Annual Data Returns from forces should include separate breakdowns of overtime hours worked, and total overtime spend for constables and sergeants.

Recommendation 107 – The Police Staff Council’s Handbook, Section 1, paragraph 6.1.2 should be amended to provide for the payment of additional hours of Sunday working at the rate of plain time. This should be agreed with the Police Staff Council and incorporated into contracts of employment. In the case of police forces outside the PSC arrangements, these changes should be agreed in the usual manner with the relevant unions.

Recommendation 108 – For working public holidays, police staff should receive double time for 25 December and seven other days chosen by the individual before 31 January for the next financial year. Managers should have the right to refuse requests if a date proves too popular and force resilience becomes questionable. Cancellation with fewer than 15 days’ notice should require the authorisation of an Assistant Chief Constable.

Recommendation 109 – Changes to police staff overtime payments should take effect from April 2016, in conjunction with recommendations 107 and 108 relating to the payment of police staff unsocial hours. The Police Staff Council and other negotiating forums should spend the period before implementation determining how to mitigate any undue detrimental effects that changes to overtime payments may have on some police staff.

Recommendation 110 – The definition of unsocial hours for police officers and staff should be harmonised. For both officers and staff, it should be defined as work which takes place between the hours of 8:00pm and 6:00am, with all days of the week being of equal weight.

Recommendation 111 – By April 2016, Section 1, Subsection 8 of the Police Staff Council Handbook should be replaced with a provision for the payment of police staff at the rate of 100% uplift in pay (double time) for each unsocial hour worked. The PSC should conduct further research to ensure this recommendation is affordable.

Recommendation 112 – A national on-call allowance for the Federated ranks should be introduced from April 2013. The amount of the allowance should be £15 for each daily occasion of on-call after the officer in question has undertaken 12 on-call sessions in the year beginning on 1 April.

Recommendation 113 – The national on-call allowance should be reviewed by the new police pay review body in its first triennial review when better management data are available.

Recommendation 114 – Forces should compile clear management data on the voluntary deployment of officers on-call.

Chapter 10

Recommendation 115 – The Police Negotiating Board should be abolished and replaced by an independent police officer pay review body by late 2014.

Recommendation 116 – The membership and terms of reference for the new police pay review body should be as specified in Chapter 10 of this report.

Recommendation 117 – Once the police pay review body has been established, police pensions should be handled by the Police Advisory Boards of England and Wales, Scotland and Northern Ireland.

Recommendation 118 – The Senior Salaries Review Body should take responsibility for setting the pay of Chief Constables, Deputy Chief Constables and Assistant Chief Constables by 2014.

Recommendation 119 – The Police Staff Council should receive approximately £50,000 *per annum* from police forces to fund regular data surveys of the remuneration and conditions of police staff.

Recommendation 120 – All police forces should negotiate a strike resolution procedure for police staff which is similar to that used by Surrey Police.

Recommendation 121 – The chair of the PABEW should ensure issues for its consideration are discussed with greater despatch and efficiency, and that as far as reasonably practicable they are disposed of within six months of being raised.

Appendix B- Extract of Key Recommendations impacting upon Officers from Home Office circular 010-2012

Recommendation 2 - Introduction of an unsocial hours allowance

Officers from the rank of constable to chief inspector will receive an additional 10 per cent of their basic pay for all hours worked between 8.00pm and 6.00am, including overtime. This payment is not pensionable and should be paid for each full hour actually worked. Where overtime is worked between 8.00pm and 6.00am, the rate of the allowance is still 10 per cent of basic pay, not 10 per cent of the overtime rate. The allowance is paid in full in respect of each full hour worked.

The Force will implement this rule from the 1st April 2012. Officers will log the hours that they work during this time on Share Point until a specific system is developed.

The allowance will not be payable where an officer would have worked unsocial hours but for some intervening circumstance that prevented them from doing so.

Recommendation 5 - Changes to variable shift arrangements – amendment to Annex E

This applies to the federated ranks. The chief officer will consult, rather than agree, with the local joint branch board and individual officers, on bringing into operation variable shift arrangements. The chief officer will take account of the likely effects of the new arrangements on officers' personal circumstances. The consultation period should last at least 30 days. The new variable shift arrangement should come into force at least 30 days after it is announced. At the present time the Force is looking into developing a new shift pattern to be introduced after the Olympics.

Recommendation 6 – Overtime – amendment to Annex G

The premium rate of time and one third for 'casual overtime' is retained, with payment of travelling time for recalls between tours of duty. However, the minimum of four hours' pay for recall between tours of duty is abolished. The Force has put this into place from the 1st April 2012.

Recommendation 7 - Rostered rest days – amendment to Annex H

The rate of pay for working on a rostered rest day is no longer at double time if less than five days' notice is given. Pay will be at time and a half for working on a rostered rest day with fewer than 15 days' notice.

Recommendations 11, 12 and 13 - amendment to Annex U

- Changes to the arrangements for officers serving away from their normal place of duty (including on 'mutual aid' in another force area but not an Officer who is on routine enquiries):
- A new 'Away from home overnight' allowance of £50 will be introduced and will be payable for every night on which an officer is 'held in reserve'
- An officer is 'held in reserve' if he or she is serving away from his or her normal place of duty and is required to stay in a particular, specified place rather than being allowed to return home. An officer is not 'held in reserve' if he or she is serving away from his or her normal place of duty only by reason of being on a training course or carrying out routine enquiries
- An allowance of £30 per night if 'proper accommodation' is not provided to an officer who is 'held in reserve' will be paid this is to be called a hardship allowance and will be paid from the 1st April 2012
- The definition of 'proper accommodation' is a single occupancy room with use of en suite bathroom facilities
- The Hertfordshire agreement is withdrawn.

Recommendation 20 - Pay progression – Amendment to Annex F

Two-year suspension of incremental progression for officers below the top of their pay scale from 1 April 2012 to 31 March 2014. However, the first three increments for officers on the constable scale will be exempt from this. This means that an officer could progress to point three of the constables' pay scale during this two-year period but no further.

At the end of the suspension period, further progression will be by moving to the next pay point above the one that the officer was on before the suspension period. Reckonable service accrued before the commencement of the suspension period will count towards progression afterwards. An example of an officer who has completed 6 months' reckonable service at pay point 5 on 31 March 2012, the officer will move to pay point 6 on completion of a further 6 months' reckonable service commencing on 1 April 2014.

Recommendation 25 - Chief officers' bonuses

Two-year suspension of chief officers' bonuses.

The bonus scheme for chief officers is not set out in determinations but in Home Office circulars. This circular publicises the Home Secretary's decision that the scheme should be suspended for 2 years. This means that the arrangements for the payment of bonuses approved by the Secretary of State in Home Office circular 36/2004 are suspended from 17 April 2012 to 16 April 2014. However, a full bonus will still be payable if an officer's PDR reporting year ended before 17 April 2012 and the officer is eligible for one as a result of his or her PDR rating. Officers will also receive a pro-rated bonus if their reporting year ends after 17 April 2012 and as a result of their PDR rating, they would be eligible for a bonus.

Recommendation 27 - Bonuses for the superintending ranks – amendment to Annex F

Two-year suspension of superintendents' and chief superintendents' bonus scheme.

Bonuses will be suspended for two years from 1 April 2012 to 31 March 2014. However, a full bonus will still be payable if an officer's PDR reporting year ended before the determinations came into force on 1 April 2012 and the officer is eligible for one as a result of his or her PDR rating.

Officers will also receive a pro-rated bonus if their reporting year ends after the determinations come into force in 2012 and as a result of their PDR rating, they would be eligible for a bonus. This will be calculated by multiplying the full bonus by $N/12$. N is the number of full months in the period beginning with the start of the officer's reporting year and ending on the date when the determinations come into force.

Recommendation 29 - Competence-related threshold payments – amendment to Annex F

The competence-related threshold payments scheme should be retained for those officers already in receipt of competence-related threshold payments (CRTP), but there will be a two-year freeze on new applications from 1 April 2012 to 31 March 2014.

A re-application for CRTP by an officer who was already in receipt of the payment as at 31 March 2012 will not be considered a 'new application' and will be considered in accordance with the relevant determinations - This applies to officers who have been Temp promoted and now reverted to their substantive rank.

New applications made before 1 April 2012 shall continue to be dealt with only if the member's relevant service had entitled him to be at the top of the pay scale for at least one year by 1 April 2012. Where an application was made in advance, but the officer had not accrued the necessary service by 1 April 2012, the force will not consider the application after that date.

Recommendation 31 – Team recognition awards(bonus Awards)

Chief Officers may recognise whole teams with a team recognition award payment of £50 to £100 each for outstandingly demanding, unpleasant or important work, or outstanding work for the public. - At the present time the Force is changing the way that Bonus payments are awarded and will take into consideration the recommendation.

Recommendation 33 - Abolition of special priority payments – amendment to Annex U

Where a member would, but for the abolition of SPP, have been entitled to receive a lump sum payment in December 2012, the payment will be pro-rated from 1 January 2012 until 31 March 2012 – The Force will notify officers who are to receive SPP for the above period in the normal way when the calculations and criteria have been set.

Recommendation 37 – Removal expenses – amendment to Annex V

Police authorities are required to pay all reasonable costs arising from the sale and purchase of a chief officer's house, and should pay all tax liabilities arising from any relocation packages, so that, for the chief officer concerned, there is no personal financial disadvantage

The provision for reimbursing removal expenses for other ranks remains unchanged.

Recommendation 46 - Motor vehicle allowance – amendment to Annex U

The link between motor vehicle allowance for police officers and that for local authorities is re-established. The new rates, effective from 1 April 2012, are set out in the determination. – These rates are now in force.

Recommendation 48 - Maternity pay – amendment to Annex L

Officers' maternity entitlement is increased from 13 weeks at full pay to 18 weeks at full pay, with officers having the option, with the agreement of their

chief officer, to spread the final five weeks of maternity pay over 10 weeks at reduced rate

This change has effect for any period or periods of maternity leave for which the expected date of birth is 1 April 2012 or a later date

Other recommendations that have been outlined in the Winsor 1 report.

The following recommendations require amendments to regulations. The process to amend the relevant sections of the Police Regulations 2003 and the Police Pensions Regulations 1987 and 2006 is being taken forward by the Home Office.

Recommendation 8 - Changes to public holiday arrangements

Officers will be able to nominate days to be treated as public holidays. In addition to 25 December, to treat as public holidays. Officers must nominate their chosen seven days before 31 January for the next financial year. This means that officers must notify before 31 January 2013 their seven days in time for their nominations to apply for the financial year starting April 2013

Recommendation 43

The replacement allowance is retained. However, there will be no increase in the amount received following a change in personal circumstances such as promotion. The existing framework where the amount an officer receives is reduced when he or she lives with another officer also receiving the allowance will be retained.

Recommendation 55

The Police Pension regulations should be amended to allow chief officers to make a choice in relation to the time at which their pension benefits crystallise.

Recommendation 57

The criteria for the use of powers in Regulation A19 should be amended, with service-critical skills and performance being explicit considerations.

Recommendation 58

As quickly as possible, police forces should be provided with the ability to offer voluntary exit terms to police officers, substantially on the terms contained in the Civil Service Compensation Scheme 2010.

Recommendation 59

Officers who have been working on a part-time basis and wish to return to working full-time will now, on giving written notice of their return to work full-time, be appointed by the Police Authority within two months if there is a suitable vacancy. In any case, the officer will be appointed to a full-time post within four months of the written notice being received.

Agenda Item 8

Committee(s): Police	Date(s): 12 th April 2013
Subject: Collaboration Agreement (Police Act 1996 Section 22A & 23) for Authorisations relating to the Regulation of Investigatory Powers Act (RIPA) 2000.	Public
Report of: Commissioner of Police POL 16/13	For Decision
<u>Summary</u>	
<p>The Regulation of Investigatory Powers Act 2000 (RIPA) is an Act of Parliament¹ of the United Kingdom, regulating the powers of public bodies to carry out surveillance and investigation, and covering the interception of communications.</p> <p>Members will be aware that the City of London Police (CoLP) work very closely with the Metropolitan Police Service (MPS) in a number of areas of crime where specialist measures are often required with the objective of achieving a specific, cross border, operational outcome.</p> <p>This report seeks your Committee's consent to enter a collaboration agreement between the CoLP and the MPS relating to what are technically termed 'Authorisations to Interfere with Property (Section 93 Police Act 1997)' and 'Authorisations for Intrusive Surveillance in Relation to Residential Premises and Private Vehicles (Section 32 and Section 33 Regulation of Investigatory Powers Act 2000)'. This can include for example, installing technical surveillance equipment in the homes of individuals and on their vehicles if it can be shown that this will be necessary and proportionate in terms of achieving the desired outcome.</p> <p>This activity can currently only be authorised by the respective Commissioner for his own Police area. This collaboration agreement will allow each Commissioner to authorise the aforementioned activity in the other Commissioner's force area. This will enhance operational effectiveness and expedience of authorisations within an agreed framework of notification, oversight and intelligence checks to be completed which will minimise operational risk.</p>	

¹ <http://www.legislation.gov.uk/ukpga/2000/23/contents>

Recommendations

That:-

- a) the pursuing of a formal collaboration agreement, within the definition of the Police Act 1996, covering arrangements for Regulation of Investigatory Powers Act 2000 (RIPA) applications and authorisations between the Metropolitan Police Service and the City of London Police be approved;
- b) the Comptroller & City Solicitor and the Commissioner be instructed to settle suitable terms for a Collaboration Agreement under Sections 22A and 23 of the Act between the City of London and City of London Police and the Mayor's Office for Policing and Crime (MOPAC) and the Metropolitan Police Service (MPS).

Main Report

Background

1. The Regulation of Investigatory Powers Act 2000 (RIPA) is an Act of Parliament, regulating the powers of public bodies to carry out surveillance and investigation, and covering the interception of communications. It was ostensibly introduced to take account of technological change such as the growth of the Internet and encryption. RIPA can be invoked by government officials specified in the Act on the grounds of national security, and for the purposes of detecting crime, preventing disorder, public safety, protecting public health, or in the interests of the economic well-being of the United Kingdom, that is, any grounds can be covered under its exceedingly broad scope.
2. In layman's terms, the act allows agencies to 'interfere' with an individual's human rights during covert activity conducted by the agency. This could include such things as installing technical equipment at premises or on a vehicle to register the movements of an individual or to record activity and conversations via audio visual equipment. The legislation makes such activity legal on the basis that the authority, Police authority or other agency can evidence that the activity proposed is lawful, necessary and proportionate to what is being investigated and is under one of the designated statutory rights.

Current Position

3. Currently, applications for authorisations to Interfere with Property (Section 93 Police Act 1997) and for Authorisations for Intrusive Surveillance in Relation to Residential Premises and Private Vehicles (Section 32 and Section 33 RIPA), can only be made to, and granted by the respective Commissioner for their own force area.
4. This collaboration agreement will allow the respective Commissioners to grant the aforementioned activity in each other's force area with liability resting with the relevant Commissioner as the Authorising Officer. The Collaboration agreement will have a process of notification, oversight and intelligence support to limit the operational risk and as is paramount, ensure compliance with RIPA. These authorisations will, as is currently the case, be the subject of annual inspection by the Office of Surveillance Commissioner's (OSC). Additionally, this agreement will seek to enhance the effectiveness of activity and greatly assist in expediting operations in this critical area of Policing.

Corporate & Strategic Implications

5. Collaboration Agreements under section 22A & 23 of the Police Act 1996 are endorsed by the current government in order to assist in enhancing efficiency and effectiveness in policing and will greatly assist Police forces in reducing staffing costs and the time it takes to complete and process these authorisations.

Consultation

6. The Comptroller and City Solicitor's Department (Mike Braude) and Town Clerk's Department (Ignacio Falcon) have been consulted on the collaboration agreement and on the contents of this report and their comments have been incorporated.

Conclusion

7. This collaboration agreement is supported by the OSC, Metropolitan Police Assistant Commissioner Mark Rowley and the CoLP Commissioner in support of policing the London area. Operational management, efficiency and oversight of this complex policing area rest with the respective authorising Commissioner. Oversight of this collaboration agreement in respect of each force would be granted respectively to the Mayor's Office for Policing and Crime (MOPAC) and

the Common Council of the City of London in its capacity as police authority for the City of London Police area.

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Agenda Item 12

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Agenda Item 13

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Agenda Item 15

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