



Police Committee

Date: FRIDAY, 6 DECEMBER 2013
Time: 11.45am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Henry Pollard (Chairman)
Deputy Douglas Barrow (Deputy Chairman)
Mark Boleat
Simon Duckworth
Alderman Alison Gowman
Brian Harris
Deputy Keith Knowles
Alderman Ian Luder
Vivienne Littlechild
Helen Marshall
Deputy Joyce Nash
Don Randall
Deputy Richard Regan

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Lunch will be served in the Guildhall Club

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**
 - a) To agree the public minutes and summary of the meeting held on 1 November 2013.

For Decision
(Pages 1 - 8)
 - b) To receive the public minutes and summary of the Professional Standards and Integrity Sub (Police) Committee held 13 November 2013.

For Information
(Pages 9 - 12)
 - c) To receive the note of the inquorate note of the Performance and Resource Management (Sub) Police Committee held 15 November 2013.

For Information
(Pages 13 - 18)
4. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Information
(Pages 19 - 20)
5. **REVIEW TERMS OF REFERENCE AND FREQUENCY OF MEETINGS**

To consider a report of the Town Clerk.

For Decision
(Pages 21 - 24)
6. **STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**
 - a) **Community Engagement Update**

To receive a report of the Commissioner of Police.

For Information
(Pages 25 - 30)
 - b) **Equality Diversity and Human Rights (EDHR) Update**

To receive a verbal update of the Equalities, Diversity and Human Rights Manager.
 - c) **Any Other Special Interest Area Updates**

7. **BUDGET MONITORING YEAR TO DATE OCTOBER 2013/14**
To receive a report of the Commissioner of Police.
For Information
(Pages 31 - 38)
8. **MEDIUM TERM FINANCIAL PLAN**
To receive a report of the Commissioner of Police.
For Information
(Pages 39 - 52)
9. **BERNARD MORGAN HOUSE - ANNUAL REVIEW OF CHARGES**
To receive a report of the Commissioner of Police.
For Decision
(Pages 53 - 62)
10. **CITY OF LONDON POLICE: RISK REGISTER UPDATE**
To receive a report of the Commissioner of Police.
For Information
(Pages 63 - 74)
11. **POLICE PROPERTY ACT FUND**
To receive a report of the Town Clerk.
For Decision
(Pages 75 - 82)
12. **INTEGRITY STATEMENT AND MONITORING**
To receive a report of the Commissioner of Police.
For Information
(Pages 83 - 168)
13. **CITY FUTURES OVERVIEW**
To receive a report of the Commissioner of Police.
For Information
(Pages 169 - 184)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **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.

Part 2 - Non-Public Agenda

17. NON-PUBLIC MINUTES

- a) To agree the non-public minutes of the meeting held 1 November 2013.

For Decision
(Pages 185 - 190)

- b) To receive the non-public minutes of the Professional Standards and Integrity Sub (Police) Committee held on 13 November 2013.

For Information
(Pages 191 - 194)

18. COMMISSIONER'S UPDATES

The Commissioner of Police to be heard.

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

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

POLICE COMMITTEE **Friday, 1 November 2013**

Minutes of the meeting of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 1 November 2013 at 11.00 am

Present

Members:

Deputy Henry Pollard (Chairman)
Deputy Douglas Barrow (Deputy Chairman)
Mark Boleat
Simon Duckworth
Alderman Alison Gowman
Brian Harris
Don Randall

Officers:

Alex Orme	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
James Goodsell	- Town Clerk's Department
Suzanne Jones	- Chamberlain's Department

City of London Police:

Adrian Leppard	- Commissioner
Wayne Chance	- Commander of Operations
Eric Nisbett	- Director of Corporate Services
Stuart Phoenix	- Deputy Head of Strategic Development

1. APOLOGIES

Apologies for absence were received from Deputy Joyce Nash, Helen Marshall, Vivienne Littlechild, Keith Knowles and Deputy Regan.

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

There were no declarations of interest.

3. MINUTES

3.a) **The public minutes and summary of the meeting held on 23 September 2013 were approved as a correct record subject to the following amendments -**

- Item 7 (Crime and Courts Act 2013) - a correction to specify the Remembrancer would brief the Chairman further as opposed to the Town Clerk;

- Item 10 (Accommodation Review Update) - to note the robust reserve methodology developed by the Force; and
- Item 12 (Questions on Matters Relating to the Work of the Committee) – to note the Commander of Operations had clarified the existing Force Twitter accounts.

Matters Arising

Transient Community and / Visitors

The Chairman noted the Road Safety report, which would be brought to Committee in January 2014, would include further information on the work of the Street Intervention Team and Police Community Support Officers to reduce cycle crime.

3.b) The public minutes and summary of the Economic Crime Board held on 23 September 2013 were received subject to the following amendments -

- Item 4 (Economic Crime Update, National Fraud Authority) – corrected to state the Chairman would liaise with the Town Clerk and the Chamberlain on the form of the letter that would be sent to the NCA advisory board on funding for Action Fraud.

Matters Arising

The Chairman noted that the Economic Crime Awareness Day had been well received, including positive feedback from the Association of Police and Crime Commissioners. He expressed thanks to the Commissioner, the Force and the Town Clerk's Department for their work in delivering the event and suggested that it could serve as an annual event.

4. OUTSTANDING REFERENCES

Integrity Dashboard

The Commissioner informed Members that there was increasing public focus on police ethics and this would be an important report for the Committee to receive in December.

CoLP Reserves Report

The Chamberlain advised that this report would demonstrate the rationale for the Force reserves, and the views of Police Committee Members would be important to consider in advance of the report being considered at Finance Committee in February 2014.

Social Media Report and Workshops

In response to timeline for Force workshops on social media use, the Commissioner suggested that a report on the Force's use of Twitter could be

included as part of the next Community Engagement update before the workshops scheduled in February 2014.

Members and officers discussed that the use of social media by large organisations was resource intensive and faced unique obstacles. A Member suggested that the Force prioritise Twitter communications for practical and current information directed at people and businesses in the City.

5. STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME

5.a) Community Engagement Update

The Committee received a report of the Commander of Operations that updated Members on recent community engagement activities, community priorities and forthcoming events.

The Commander of Operations advised that a squat had been closed down in Tower Hamlets which had led to a slight increase in rough sleepers in the City. There had been an incident on the 30th of October that had led to the arrest of thirteen people and ended an occupation of a property. The Force was working with the City of Westminster to relocate people into housing. Supt Norma Collicott was a Member of the City's Health and Well Being Board where she supported initiatives to help rough sleepers such as suicide prevention and mental health assistance.

A Member remarked on the importance of Operation Fennel in working with City businesses, and the Commander of Operations added that it was important to deal with the issues that caused begging as displacement could skew figures. The Commissioner added that the project required resources, shared intelligence and constant vigilance.

The Chairman noted that the Hotel Forum launch had been well attended as well as the Safety First event.

Members and officers discussed the Eid event held at the Guildhall, Members supported the idea that in future, the City of London Corporation could play a larger role in hosting the event. It was noted that in the past, an Eid event had been hosted by the Lord Mayor at Mansion House and was in line with City of London priorities.

5.b) Equality Diversity and Human Rights (EDHR) Update

The Commander of Operations provided an update on behalf of the Equality and Diversity Manager that outlined the following –

- The initial feedback from the Stonewall Index and connections that had been established with other Forces were helping the Force to develop its own areas of improvement in identified areas;

- Self-assessment of the Disability Standard had begun and results would be analysed; and
- Events were being coordinated for the International Day of Persons with Disabilities for the 3 December 2013 and a Women's Network event scheduled for the 2 December 2013.

5.c) Any Other Special Interest Area Updates

There were no other updates.

6. SPECIAL INTEREST AREA SCHEME 2013/14 - MID YEAR UPDATE

The Committee received a joint report of the Town Clerk and Commissioner of Police which informed Members of key developments in each of the Special Interest Areas over the past six months (April to September 2013).

Anti-Social Behaviour

The Lead Member for Anti-Social Behaviour remarked that several measures had been met with reduced resources. It was noted that these figures were substantial for the Force, regardless of the fact that national statistics for Anti-Social Behaviour were on the decline.

The Commissioner added that there was still a perception that levels of anti-social behaviour were unchanged from last year. It was discussed that the Force should work to share the message with the public that the City has low levels of crime and low anti-social behaviour.

Economic Crime / Fraud

The Lead Member for Economic Crime / Fraud stated that the Force was doing a good job in its response to economic crime and in its role as the National Lead Force for Fraud, for which resources were diminishing. While crime figures were dropping nationally, the rates of economic crime were increasing and could be considered as the new 'clean crime'. He added that Police and Crime Commissioners had not been pleased with the response rate of Action Fraud when economic crime was previously reported.

Members and officers discussed the recent Home Office reforms, of which Action Fraud would now be part of the Force's National Fraud Investigation Bureau. The Force needed to communicate its role and the role of police local authorities on cases of economic crime as there could be reputational risk involved when the Force assumed responsibility for Action Fraud.

The Commissioner added that the Economic Crime Awareness Day had supported the PCCs gaining further details of how Action Fraud functioned and that PCCs needed to influence resources through their Chief Constables. The Force would need to establish quality control, and the number of complaints

that were being allocated back to Forces and being investigated was not satisfactory.

Members discussed that the Force needed to articulate the lack of resources nationally to defend against the increasing amount of fraud and the role the Force played that would grow with responsibility for Action Fraud. A Member suggested that complaints received at Professional Standards Integrity Sub (Police) Committee may need to be reported separately. The Commissioner added that these would begin to be categorised as part of a national reporting process.

Business Improvement, Performance Management and Risk

The Lead Member for Business Improvement, Performance Management and Risk stated the inspections and audits undertaken with the Member engagement were highly regarded by the HMIC.

7. CITY FIRST EVALUATION AND MEASURES

The Committee received a report of the Commissioner of Police which updated Members on the City First Change Programme.

The Commissioner noted that the City First Programme had resulted in an overall reduction in staff headcount, notwithstanding increases in the Economic Crime work stream and the expected force establishment would now be 730 officers.

The Chairman noted that the City Futures programme had been discussed at the Member's Police Committee workshop and the Commissioner would present it to Members at Committee in December.

A Member remarked that the current figures did not measure the diversity in the workforce and would be included in a future report to Committee.

The Deputy Chairman noted that the detection rates were being examined as part of considerations for targets for the Policing Plan 2014-15. Members agreed that caution was required in establishing additional targets as there was the risk of distorting behaviour and creating perverse incentives. The Commissioner added that the Home Secretary held the view that having large numbers of targets was not necessarily better and that established rates of crime and detection should be clear. While the focus remained on crime reduction, the best way to measure this was a dashboard indicator system.

A Member noted that detection rates and crime rates were both down, which could hypothetically be due to underreporting. It was thus important that the Force communicate crime reporting and current figures and engage with communities.

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

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
The Chairman noted that the Police Committee dinner had been a great success, with a range of different policing stakeholders present. He thanked all those who had attended.

The Chairman reminded Members of the next Police Committee workshop to be held the 6th December and the next meeting of the Safer City Partnership.

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

Item No	Exempt Paragraphs
11	3
12	3
13	3
14	3
15	3
17	3

11. **NON-PUBLIC MINUTES**

11.a) **The non-public minutes and summary of the meeting held on 23 September 2013 were approved as a correct record.**

11.b) **The non-public minutes and summary of the Economic Crime Board held on 23 September 2013 were received.**

11.c) **The non-public minutes and summary of the Police Leadership Team meeting held on 8 October 2013 were received.**

12. **FINAL GATEWAY 3 - POLICE ACCOMMODATION STRATEGY**
The Committee considered report of the Chamberlain that requested Members approve the Final Gateway 3 of the Police Accommodation Strategy.

13. **EXTENSION TO THE OFFICE LEASE FOR INSURANCE FRAUD ENFORCEMENT DEPARTMENT AT 21 NEW STREET**
The Committee considered a report of the Commissioner of Police that sought approval for the extension of the lease for the second floor of 21 New Street, London EC2 until October 2016.

14. **POLICE DESKTOP UPGRADE**
The Committee considered a joint report of the Commissioner of Police and Chamberlain that requested approval for a City of London Police desktop upgrade.

15. COMMISSIONER'S UPDATES

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

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

There were no questions.

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

The following items of urgent business were raised –

The meeting ended at 12.27 pm

Chairman

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PROFESSIONAL STANDARDS AND INTEGRITY SUB (POLICE) COMMITTEE Wednesday, 13 November 2013

Minutes of the meeting of the Professional Standards and Integrity Sub (Police)
Committee held at Aldermens' Court - Mezzanine West Wing, Guildhall on
Wednesday, 13 November 2013 at 10.00 am

Present

Members:

Deputy Joyce Nash (Chairman)
Alderman Alison Gowman
Helen Marshall
Deputy Richard Regan
Dhruv Patel

Officers:

Ignacio Falcon	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
James Goodsell	- Town Clerk's Department
Richard Jeffrey	- Comptroller & City Solicitor

City of London Police:

Ian Dyson	- Assistant Commissioner	
Martin Kapp	- Superintendent,	Professional Standards Directorate

1. APOLOGIES

Apologies for absence were received from Vivienne Littlechild.

The Chairman expressed her thanks to Iggi Falcon for his years of expertise and service to the Sub-Committee.

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

There were no declarations of interest.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 5 July 2013 be approved as a correct record.

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

There were no questions.

5. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**

The following items of urgent business were raised –

The Sub-Committee received late reports of the Commissioner of Police that presented the City of London Police Integrity and Monitoring Dashboard. The Chairman commended the Assistant Commissioner for the Force's work in this area and it was noted the reports would be received at the next meeting of the Police Committee. She added that this work was very timely, given the recent attendance of the Chairman of the IPCC to a meeting of the Police Committee and the media interest in police integrity.

National Policing Model Integrity Code

The Assistant Commissioner informed Members the Force had been developing its own integrity model, which now taken into consideration the launch of the Association of Police and Crime Officers (ACPO) integrity model that would be taken nationally by the HMIC.

Members and officers discussed the governance and reporting functions of the Ethics Committee that was outlined within the ACPO Police Integrity Model. Members and officers discussed the Sub-Committee may need to conduct a governance review to present to HMIC to show the duties of the Ethics Committee were being fulfilled by the Sub-Committee. The Assistant Commissioner advised that the model served as guidance only and was subject to change. Members were aware of the possibility that additional reporting functions could be required and the situation would be monitored accordingly.

The Assistant Commissioner shared with Members the City of London Police Integrity Statement, which had been discussed in the Police Committee Members Workshop. Members commented that since the Statement predated the College of Policing draft Code of Ethics, it would be advised to adopt it rather than have different versions.

National Policing Model Integrity Code Action Plan

The Assistant Commissioner advised that this was a template, but would clarify the Force's current level of achievement and where work was required.

Integrity Dashboard

The Assistant Commissioner advised that the College of Policing had developed a draft Code of Ethics that was currently open for consultation. The Force was providing feedback and code of ethics was expected to be ratified with Chief Constables in January 2014.

The Head of the Professional Standards Directorate would lead on Force integrity monitoring. An Integrity Standards Board would investigate and store data to highlight areas of risk and establish proactive rather than reactive measures to Force integrity concerns. Professional standards were being embedded throughout the work of the Force through governance mechanisms and reporting from all directorates, it also featured as part of the City Futures Programme.

A Member queried what scrutiny function would be developed for this area work and Members and officers agreed it would be important to establish a lead Member from within the Sub-Committee to meet with the Assistant Commissioner to monitor progress and updates arising from the Integrity Standards Board.

Dates of future meetings

The Chairman queried if Members were content with the scheduling of upcoming meetings in 2014, which due to IPCC reporting timelines would not precede Police Committee meetings. Members advised they were content to continue with 10am meetings, which could allow for longer meetings earlier in the day if required.

6. EXCLUSION OF THE PUBLIC

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

Item No	Exempt Paragraphs
7	1, 2 & 5
8	1 & 2
9	1 & 2
10	1 & 2

7. NON-PUBLIC MINUTES

The non-public minutes and summary of the meeting held on 5 July 2013 were approved as a correct record.

8. EMPLOYMENT TRIBUNAL CASES

The Committee received a bi-annual report of the Comptroller and City Solicitor.

9. STANDING ITEM ON PROFESSIONAL STANDARDS ACTIVITY

The Sub-Committee received reports on Professional Standards activity for the period 1 April 2013 to 5 June 2013, as follows-

9.a) Statistical information (for the period 1st July 2013 - 20th September 2013)

The Sub-Committee received a report of the Commissioner of Police.

9.b) Complaints Information Bulletin

The Sub-Committee received a report of IPCC.

9.c) Glossary of Terms

The Sub-Committee received a standing report of the Commissioner of Police.

9.d) Summary of Cases

The Sub-Committee received a report of the Commissioner of Police.

9.e) Misconduct Hearings

There were no misconduct hearings to report.

9.f) Misconduct Meetings

The Sub-Committee received a report of the Commissioner of Police.

9.g) Conduct and Complaint Cases - Cases Upheld

The Sub-Committee received a report of the Commissioner of Police.

9.h) Conduct and Complaint Cases - Cases not Upheld

The Sub-Committee received a report of the Commissioner of Police.

9.i) Conduct and Complaint Cases - Local Resolution

The Sub-Committee received a report of the Commissioner of Police.

9.j) Conduct and Complaint Cases - Discontinuance, Withdrawn, Dispensation

The Sub-Committee received a report of the Commissioner of Police.

10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE TO BE HEARD WHILST THE PUBLIC ARE EXCLUDED

There were no questions.

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

There were no urgent items.

The meeting ended at 11.18 am

Chairman

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NOTE OF THE INQUORATE MEETING OF THE PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 15 November
2013 at 11.30 am

Present

Members:

Deputy Douglas Barrow (Chairman)
Kenneth Ludlam (co-opted Member)

Officers:

Neil Davies	- Town Clerk's Department
Alex Orme	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
James Goodsell	- Town Clerk's Department
Suzanne Jones	- Chamberlain's Department
Paul Nagle	- Chamberlain's Department

City of London Police

Ian Dyson	- Assistant Commissioner
Eric Nisbett	- Director of Corporate Services
Hayley Williams	- Chief of Staff

1. APOLOGIES

Apologies for absence were received from Alderman Alison Gowman, Deputy Keith Knowles, Alderman Ian Luder and Don Randall (external Member).

The Town Clerk advised the Sub-Committee that the meeting was inquorate and therefore any decisions would have to be rectified at the next quorate meeting of the Sub-Committee.

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

There were no declarations of interest.

3. MINUTES

The public minutes and summary of the meeting held 9th September 2013 were approved, subject to ratification at the next quorate meeting of the Sub-Committee.

The Town Clerk undertook to include an outstanding reference list of actions discussed and to be taken that would be included in future Sub-Committee agendas.

Matters Arising

Value for Money Benchmarking Report

Those present suggested that this report should be received at the next meeting of the Sub-Committee.

The Assistant Commissioner informed Members that following discussion with the Commissioner, consultation on this report would occur with the Chamberlain and the Town Clerk. He suggested as part of this report, an external body could be employed to provide an audit and scrutiny function to the Force to ensure sufficient rigour and scrutiny was underway. It was noted that HMIC Value for Money profiles were not helpful in this area due to the size and nature of the Force.

The Chairman remarked that it was important that the Sub-Committee was able to demonstrate progress in this area.

4. SECOND QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16

The Sub-Committee received a report that summarised the performance against Policing Plan targets for the second quarter of the 2013-14 financial year. 28 of the targets were on track to be met (green), three were graded as amber and one had been graded red.

Target 1.3.1.b - deliver on-going organisational improvements and development relating to public order deployments (complaints)

The Assistant Commissioner noted that debriefs had been undertaken and the amber target was now on track to be met for the next quarter.

Target 1.4.1a – reduce levels of victim-based crime compared to 2012-13

The Chairman noted that victim-based crime figures had increased quite considerably and queried if resources were being allocated sufficiently. The Assistant Commissioner replied that they were, and was a main area of focus. The Force was addressing any victim based crime patterns, such as those that related to the night time economy or certain areas of the City.

The Assistant Commissioner commented that a report would be brought to the next meeting of the Sub-Committee on the detail of the nature of violent crime in the City of London and the impact of the tactics in place to address this.

It was noted that it was not always possible to compare victim based crime rates with other areas of London, due to the large differences in scale but that any relevant intelligence was always shared.

The Chairman queried the rate of domestic burglary, which had increased since last year, and the Assistant Commissioner undertook to see if there were any trends related to the increase.

Target 1.7.1b – to ensure at least 90% of victims of crime are satisfied with the service provided by the police.

It was explained that this would continue to be a difficult target to meet but due diligence procedures would contribute to the target improving for the next quarter. If it could not be reached, the target would be adjusted.

To assist in improving this target's performance, a report outlining the processes of the victims of crime survey and action plan in place to address this would be brought to the next meeting of the Sub-Committee. The Assistant Commissioner added that the officer requirements when dealing with victims of crime were now being tracked through the Force's Performance Management Group.

It was noted that the Force had now received the Q2 results for the fraud victims survey results, and other targets related to survey feedback, , due to a conflict between the meeting dates and publication of the latest survey results, these had not been available at time of going to print. The Town Clerk would liaise with the Police on this matter. It was noted that 92.6% of those reporting antisocial behaviour were satisfied with the service provided by the Police (1.6.1a), and 90.8% of the City's Street population surveyed considered the City police to be doing a good or excellent job (1.7.1a).

The Chairman commended the Force on its work with the Romanian authorities to tackle criminality impacting on the UK Payments sector. The Assistant Commissioner undertook to check with the Force's Corporate Communications if they were sighted on the media communications the Metropolitan Police were conducting in this area.

5. HMIC STOP AND SEARCH INSPECTION

Those present received a report of the Commissioner of Police, which updated Members on the draft action plan to address both the national recommendations and observations resulting from the HMIC Stop and Search Inspection.

It was suggested that the Independent Advisory Group should also receive the statistical data that was being supplied to the Performance Management Group on a quarterly basis.

A Scrutiny Group of the Force's Stop and Search action plan had also been developed and would meet on 6th December 2013, the first meeting of the group had been delayed owing to the need to obtain the views of young people and the difficulties experienced in getting willing participants from this group. Details of this meeting would be sent to relevant Members.

6. HMIC INSPECTION (UPDATE)

Members considered a report of the Commissioner of Police on the progress of the CoLP in response to HMIC inspection reports. Two actions remained outstanding in relation to custody inspection recommendations, that were reliant upon the progress associated with the National Health Service Custody

Healthcare Service. Two further actions remained outstanding that related to software solutions for auditing / monitoring integrity.

The Assistant Commissioner advised that there were plans to upgrade the Force's IT systems and he added that the Force did not currently have the IT capacity and capability to effectively monitor and audit all of its information systems, but this was currently being completed manually within PSD as stated in the plan. However, progress was being made to identify and install appropriate software. The Assistant Commissioner advised that these actions were standing items and would be revisited and assessed at the next meeting, in light of the anticipated completion date of April 2014.

7. HUMAN RESOURCES - MONITORING INFORMATION APRIL 2013 - SEPTEMBER 2013

Those present considered a report of the Commissioner of Police, which outlined the Force's Human Resources monitoring data for the six month period from 1 April 2013 to 30 September 2013.

Members and officers discussed the Force's efforts to increase recruitment of BME police officers, including planned activities next year, which would target those groups currently under represented.

The Chairman noted there had been a decline in Specials and the Assistant Commissioner advised that Special Constabulary recruitment would be included with normal recruitment and would help increase the number of special constables in the future.

Members were advised that 55 recruitment campaigns had been completed. The Force conducted both internal and external recruitment, as well as specialist agency recruitment.

It was noted that staff numbers presented in the Work Force Management table did not include agency staff but would do in the future. The information relating to individuals leaving the Force would also include more year on year data in the future to ensure trends could be analysed.

In respect of departmental sickness absence management, it would also be analysed to include a breakdown by directorate and the Force was developing plans to improve management of cases of long term sickness.

The Chairman asked for some comparison data in future iterations of the report regarding working days lost. Members discussed that the rest of City Corporation could be used as a comparator and ideally, show a comparison with government as a body, and possibly some private sector comparisons. It could also be useful to have trend information on a Directorate basis going forward.

The proportion of females staff against the total workforce, which had remained over 50 percent, would be circulated for information as requested.

8. INTERNAL AUDIT UPDATE REPORT

The Sub-Committee received a six monthly update on internal audit reviews undertaken between April and October 2013, as well as further information on the progress being made in the completion of the Internal Audit Plan.

The Chairman expressed concern that only 13 days had been completed in the last period, and 32 had been completed in this period. The Chamberlain advised that she was satisfied there were sufficient resources to complete internal audit activities going forward, this included temporary resources which had been allocated.

The Chairman also expressed concern that internal audit activities had been affected by sickness absence and hoped that there were now systems in place to prevent future recurrences.

The Chamberlain noted that information on the Fleet Management Strategy had not been included in this report which specified that discussions between the Police Director of Resources and internal audit had resulted in this review being deferred due to the Force examining a revised Fleet Management Strategy.

Members and officers discussed that the number of monitoring audit days would increase for 2013-14 to reach 125 internal audit days.

The Chamberlain added that there were other audit monitoring areas undertaken by the City of London Corporation with regards to Force activities. In the future, these would be included in internal audit reports to the Sub-Committee.

9. AUDIT FRAMEWORK INSPECTION REPORT

Members considered a report of the Chamberlain which updated Members on the interim work undertaken by HMIC and Internal Audit for the five year period 2008/09 to 2012/13.

The Chairman commented that the HMIC risk register reports were very detailed, but lacked the analysis provided by the Chamberlain's internal audit processes, which were very valuable. Members and officers discussed the overlap in audit activities which due to those areas where Members had asked for further monitoring information. The Chamberlain added that they were working with the Assistant Commissioner to add further value to the Force audit process.

10. CITY OF LONDON POLICE: RISK REGISTER UPDATE

In response to a Member query regarding the matrix, the Assistant Commissioner stated he was grateful for the insight provided by the Chairman on this report, which provided an update on the Force's Statistic Risk Register. The Assistant Commissioner advised that he would engage with Chamberlain to improve the analysis of information and to highlight increases and decreases to risk.

Members and officers discussed Strategic Risks related to IT (SR 13, SR 14, SR 15) and commented the Force had lacked a strategy since the East Coast Information Systems (ECIS) had not progressed, but that one was now being developed. It was noted that a post ECIS Strategy would be included in the IT strategy report to Police Committee.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items of business.

13. EXCLUSION OF THE PUBLIC

14. NON-PUBLIC MINUTES

The non-public minutes of meeting held 9th September 2013 were approved, subject to their ratification by a quorate meeting of the Sub-Committee.

15. APPENDIX TO ITEM 4 - SECOND QUARTER PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN 2013-16

The Sub-Committee considered the non-public appendix as part of the Second Quarter Performance against the Targets in the Policing Plan.

16. MEDIUM TERM FINANCIAL PLAN

The Assistant Commissioner and Chairman discussed that the Medium Term Financial Plan would now be received at the next meeting of the Police Committee, 6th December 2013.

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

There were no questions.

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

There were no urgent items of business.

The meeting ended at 12.59 pm

Chairman

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Agenda Item 4

POLICE COMMITTEE FRIDAY 6 DECEMBER 2013

OUTSTANDING REFERENCES

Meeting Date & Reference	Action	Owner	Status
23/09/2013 Item 3c	Integrity Dashboard	Assistant Commissioner of Police	<i>In progress</i> <i>Police Committee, 6 December 2013</i> <i>(Professional Standards and Integrity Sub Committee, 13 November 2013)</i>
23/09/2013 Item 5c	Road safety update	Department of Built Environment / Town Clerk	<i>In progress</i> <i>Police Committee, January 2014</i>
23/09/2013 Item 10	Report on CoLP use of reserves	Commissioner of Police	<i>In progress</i> <i>Police Committee, 6 December 2013</i>
23/09/2013 Item 12	Communications and social media strategy report	Commissioner of Police	<i>In progress</i> <i>Workshop to be scheduled for February 2014 and report to follow</i> <i>In progress</i> <i>Details of active Twitter accounts will be included in next Community Engagement update</i>
01/11/2013 Item 17	Update on saturation of number of license premises. Police to liaise with the Police Licensing Team	Commander of Operations	<i>No date given</i>
01/11/2013 Item 17	Update on recruitment of the new Member for the Independent Advisory Group (IAG).	Commander of Operations	<i>No date given</i>

11/07/2012 Item 23	To present a future options paper for the upgrade of the IT services	Director of Corporate Services	<i>In progress</i> <i>Provisional target date: Police Committee, 17 January 2014</i>
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Agenda Item 5

Committee: Police Committee	Date: 6 December 2013
Subject: Terms of Reference of the Police Committee	Public
Report of: Town Clerk	For Decision
<u>Summary</u>	
<ol style="list-style-type: none">1. As part of the post-implementation review of the changes made to the governance arrangements in 2011 it was agreed that all Committees should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.2. The terms of reference of the Police Committee are attached as an appendix to this report for your consideration.	
<u>Recommendations</u>	
<ol style="list-style-type: none">3. That, subject to any comments, the terms of reference of the Committee be approved for submission to the Court as set out in the appendix. <p>The Committee are also asked to consider the frequency of their meetings going forward.</p>	

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POLICE COMMITTEE
TERMS OF REFERENCE

1. **Constitution**

A non-ward committee consisting of:

- 11 Members elected by the Court of Common Council including:
 - a minimum of one Member who has fewer than five years' service on the Court at the time of his/her appointment; and,
 - a minimum of two Members whose primary residence is in the City of London;
- 2 external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Committee Membership Scheme

2. **Quorum**

The quorum consists of any five Members.

3. **Terms of Reference**

To be responsible for:

- a) securing an efficient and effective police service in the City of London and holding the Commissioner to account for the exercise of his/her functions and those person under his/her direction and control;
- b) agreeing, each year, the objectives in the Policing Plan, which shall have regard to the views of local people , the views of the Commissioner and the Strategic Policing Requirement;
- c) any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, the Police and Criminal Evidence Act 1984, the Police Acts 1996 (as amended) and 1997, the Criminal Justice and Police Act 2001, the Police Reform Act 2002, the Police Reform and Social Responsibility Act 2011 and any other Act or Acts, Statutory Instruments, Orders in Council, Rules or byelaws etc from time to time in force, save the appointment of the Commissioner of Police which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council;
- d) making recommendations to the Court of Common Council regarding the appointment of the Commissioner of the City of London Police;
- e) the handling of complaints and the maintenance of standards across the Force;
- f) monitoring of performance against the City of London Policing Plan;
- g) appointing such sub-committees as are considered necessary for the better performance of its duties including an Economic Crime Board, a Performance and Resource Management Sub Committee and a Professional Standards and Complaints Sub Committee.

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Committee: Police	Date: 6 th December 2013
Subject: Community Engagement Update	Public
Report of: Commissioner of Police Pol 56/13	For Information

Summary

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 on the 1st November.

The Residential Engagement Team set up an operation for the Anti Social Behaviour (ASB) national week of action which occurred for the period of 28th October to the 1st of November. This was an ACPO lead initiative to combat ASB around the Halloween period.

The Business Engagement Team worked on Project Falco to raise the business communities' awareness of the new approach to counter terrorism policing in the City.

Operation Fennel continues with the begging community, in partnership with relevant agencies and Operation Poncho continues to deal with rough sleepers in the City. At the last count at the beginning of November there were 27 rough sleepers in the city- these numbers remain steady. However, since April 2013, 103 people have been accommodated. Officers from the Community Teams also attended a Careers Fair and delivered a workshop to a large number of students focussing on careers with the Police Service.

The community policing led Restorative Justice process went live on 1st November. It is designed to 'give power back to the victim' by resolving an incident on the street and cutting down on officers' time which would otherwise be spent dealing with the paperwork and the process of booking an offender. It requires offender and victim agreement.

In terms of social media update, the Force's @citypolice twitter account currently has 21,000 followers and is growing. Further work is planned with the Uniformed Policing Directorate to use this to promote the Force and keep the community updated.

Recommendations

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

Main Report

Section A – Residential Engagement

1. Anti Social Behaviour (ASB) national week of action occurred for the period of 28th October to the 1st of November. This was an ACPO lead initiative to combat ASB around the Halloween period. The week consisted of targeting vagrancy and rough sleepers during the morning and lunchtime periods. The emphasis was switched during late turns to concentrate on ASB with high visibility patrols conducted on all residential estates for the purpose of deterring and detecting any ASB. During this week numerous officer were involved with a total of 254 officer hours tasked.
2. On Thursday 14th November a visit to Snow Hill Police Station was arranged for the St John Cass School Cub Pack. A group of 22 cubs attended the station and were shown around. A dog search display was given and they had the opportunity to try on different pieces of police uniform. A gift pack was presented to each cub which contained child safety information.

Section B – Business Engagement

3. Crime reduction road shows, bicycle marking, Safer Transport Operations Team (STOT), ATM fraud and other presentations continue to be delivered to the business community several times a week. The Business Engagement team has developed an enquiry form to be included on the new public website that allows visitors to see what services / presentations are available from STOT, Community Policing and Fraud and provides the facility to make arrangements for these to be delivered to their companies.
4. The Business Engagement Team worked on Project Falco this month. This Project is an engagement campaign to raise the business communities' awareness of the new approach to counter terrorism policing in the City. This engagement was conducted for a week prior to the deployment of Behaviour Detection Officers and Tactical Engagement Officers from Community Policing.

5. Engagement was carried out around the Old Bailey (Central Criminal Court) in regards to the trial related to the murder of Lee Rigby. Part of the engagement involved attendance at the mosque at Grays Inn Road, where a number of City workers go to pray, to update them on protest activity around the trial and to gain feedback on any concerns. Discussions held with Mosque Elders and the Imam and further visits are planned to continue the engagement. All was positively received.

Section C – Hard to reach groups.

6. Ongoing Community Engagement continues under Operation Fennel with the begging community. The first four ‘Street Initiative Education’ days have passed off very well with some positive feedback both from the begging community and the partner agencies who are making this initiative a success, the team has engaged with offenders and issued in excess of 190 tickets to over 90 different people inviting them to an educational and help day to address their offending behaviour. City Police are currently working with partner agencies such as Broadway, Veterans Aid, Drug and Alcohol Dependency Teams and the Corporation of London. A City of London PCSO has written an article about Op Fennel for the Veterans Aid magazine which will be published shortly. Independent evaluation of the operation by the University College of London has moved a step closer with further meetings scheduled in the near future.
7. Operation Poncho continues to deal with rough sleepers in the city of London. Since April 2013 103 people have been accommodated, although rough sleeper numbers have remained steady. At the last count at the beginning of the month there were 27 rough sleepers. A working group is in the process of being set up to evaluate the operation and to look at other international methods to deal with rough sleeping to ensure that the operation is still having an impact or if new methods should be introduced. One long standing rough sleeper at John Trundle Court has now moved into accommodation. In conjunction with partner agencies lights have now been installed at John Trundle Court with specialist matting to deter sleepers. The matting is transferable and it is planned to move it around to other areas as the need arises.
8. Officers attended the Careers Fair at the City of London University and delivered a bespoke workshop for a large number of students

focussing on careers within the Police Service. During the workshop it was discussed how young people can access information and guidance about the options that are open to them within the Police Service and the progression routes to which those options lead. This is an important factor in ensuring young people are able to make the most of the opportunities that are available post-16. This goes hand-in-hand with a focus on raising aspirations, broadening horizons and increasing social mobility, to the benefit both of individual young people and society in general.

Section D – Transient Community and / Visitors

9. Restorative Justice went live on 1st November with all front line uniformed officers trained. Although not exclusive to the Transient Community and Visitors, it is envisaged that the approach being taken will be used on the street. This is obviously likely to also impact upon workers and residents as well, who are not necessarily ‘transient’. It provides officers in the City with greater on-the-spot discretion to deal with low level crime using the approach known as Restorative Justice (RJ). Restorative Justice is designed to ‘give power back to the victim’ by resolving an incident on the street and cuts down on officers’ time which would otherwise be spent dealing with the paperwork and the process of booking an offender. City of London Police will be adopting the RJ Level 1 approach which is known as ‘street conferencing’. Officers must decide whether going down this route is proportionate to the offence. Typically it could be used for low level crime and both victim and offender have to agree to this approach.

Social Media update

10. At your last Committee, a Member requested an update on the Force’s use of social media and in particular use of Twitter. A more comprehensive update will be provided in due course in line with the development of a longer term Corporate Communication strategy in 2014.
11. City of London Police continues to build a strong twitter following @citypolice. At the time of writing, the Force has more than 21,000 active followers. Separately, the Force has bespoke twitter accounts to showcase its work as national policing lead for economic crime and a further account specifically to engage with stakeholders and the public on insurance fraud. The Force is now capitalising on the strong

core following that @citypolice has built, by working closely with the Uniformed Policing Directorate to provide regular updates on operational activity and the good work by officers patrolling on the ground in the Square Mile. This includes getting regular updates to tweet along with images too, where appropriate. This is with a view to further engaging with our follower base, whilst offering useful crime prevention advice, information on events, incidents and policing activity. It has been shown that this can also have a deterrence value, which was shown when we highlighted Force activity on Op Giant, using ANPR to target uninsured drivers.

Conclusion

12. This report informs Committee members of residential and business community engagement activity undertaken by the Force since the last report to your Committee on the 1st November.

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Committee: Police	Date: 6 th December 2013
Subject: Budget Monitoring Year to Date October 2013/14	Public
Report of: Commissioner of Police POL 61/13	For Information

Summary

This report is presented for the information of Members as to the financial position of the Force at the end of the 7 month period to end of October 2013. This is based on advice from Chamberlain.

This report advises Members that:

At the end of the 7 month period to the end of October 2013, the Force's net revenue expenditure is £17k under profile. This is mainly due to a prior year's refund on Business Rates for New Street. To date, Police Officer strength is reducing in line with the required savings for the year. The revenue budget is forecast to under spend by £0.4m at the end of 2013/14.

There are two main risks to the budget for 2013/14:

- Grant income of £7.6m (budgeted) has not yet been agreed;
- The budget is predicated on a specific number of Police Officer leavers, which if not achieved could result in an over spend on salaries.

At the end of the first quarter the Force's capital expenditure is £0.7m, of which £0.6 relates entirely to projects which were rephased from 2012/13 to 2013/14.

Recommendations

- It is recommended that Members note the contents of this report.

Main Report

Background

1. A joint report of the Chamberlain and Commissioner of Police on the Revenue and Capital budgets 2013/14 was agreed by this Committee on 18th January 2013. Financial performance is monitored on a monthly basis and reported to your Committee quarterly.

Current Position – Revenue

2. Details of revenue expenditure and income against profiled budget as at the end of October 2013 are set out in Appendix A.
3. Members will note that the Force's net revenue year to date spend is in line with year to date budget.
4. Employee costs are broadly on profile as police officer numbers are falling in line with the requirement to fulfil the savings targets included in the budget.
5. The Force is currently forecasting a break-even net expenditure position at year end. If the forecast is realised, the transfer from the Police Reserve will now be £0.4m. However, there are two main risks to the budget for the current financial year:
 - Grant income of £7.6m (budgeted) has not yet been agreed as shown in Appendix C.
 - Containing Police Officer payroll costs within budget is dependent upon the current level of leavers continuing for the remainder of the financial year.

Current Position - Capital

6. Capital expenditure to date is £0.7m as set out in Appendix B. The expenditure of £0.6m relates to projects that were rephased from 2012/13 to 2013/14 and the expenditure of £0.1m relates to the vehicle replacement programme for 2013/14.
7. In 2012/13, £0.4m of the Home Office capital grant was not required and this has been carried forward to 2013/14. This will be used for programmes that were not completed in 2012/13 (a total £0.6) and have been brought into 2013/14.

Conclusion

8. The Force Revenue budget is at break-even as at the end of October 2013. Capital expenditure is £0.7m to date.

Background Papers:

POL 45/13 – Q1 Revenue and Capital Budgets 2013/14

Appendices

Appendix A – Revenue Budget Monitoring to 31 October 2013

Appendix B – Capital Programme Monitoring to 31 October 2013

Appendix C – Grant Agreement Risks

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City of London Police								
REVENUE BUDGET MONITORING								
	Position at 31 October 2013					Forecast Outturn		
Forcewide	Annual Budget (£M)	Forecast (£M)	Actual (£M)	Variance (£M)	% Spent	Forecast OutTurn (£M)	Forecast Variance (£M)	Forecast Spend v Budget %
Employees - Pay	78.9	51.4	51.5	0.1	100%	78.9	0.1	100%
Employees - Other	4.0	2.1	2.0	(0.1)	97%	3.7	(0.3)	92%
Premises	3.2	2.3	2.1	(0.2)	89%	2.9	(0.3)	89%
Transport	2.3	1.3	1.2	(0.1)	88%	2.2	(0.1)	94%
Supplies and Services	10.8	6.2	6.1	(0.1)	98%	11.1	0.4	103%
Other Expenses	1.3	0.5	0.3	(0.2)	57%	1.2	(0.1)	93%
Total Expenditure	100.5	63.8	63.2	(0.6)	99%	100.0	(0.5)	99%
Total Income	(42.7)	(30.1)	(29.5)	0.6	98%	(42.2)	0.5	99%
Net Expenditure	57.8	33.7	33.7	0.0	100%	57.8	0.0	100%

City of London Police			
CAPITAL PROGRAMME MONITORING			
Scheme	Original Programme to Police Cttee	Revised 2013/14 Programme	Committed/Spent as at 31 October 2013
	£'000	£'000	£'000
<u>Slippage from 2012-13</u>			
ANPR Back Office		152	152
Vehicle Replacement 2012-13		117	116
In Car ANPR		257	236
Mobile ANPR		58	36
Corporate Website		63	0
Scientific Support Unit Equipment		4	5
Airwave Radio Replacement in Vehicles			
Custody and Case Preparation System			
Digital Interview Recorders		9	9
IT Infrastructure refresh		4	4
<u>2013-14 Programme</u>			
Vehicle Replacement 2013-14	314	217	143
Crime Recording and Intelligence System	603		
Ring of Steel	500		
East Coast Information Services Consortium	400		
City Corporation HR System	65	65	
City Private Fibre Network	300		
Airwave Upgrade to Liverpool Street Station	50	50	
Programme Management		43	
Microsoft Enterprise Agreement		855	
EROS2		63	
ACESO Digital Forensic Phase 1		70	
ACESO Digital Forensic Phase 2		80	
Ops Planning		60	
IT Servers		100	
Schemes in pipeline - Knowfraud Upgrade		484	
	2,232	2,751	701
Funded by			
Home Office Capital Grant*			
2012/13 b/f		(519)	
2013/14	(839)	(839)	
Revenue Supplement	(1,393)	(1,393)	
	(2,232)	(2,751)	0

*At the time of preparing the original programme above the amount of any unspent grant in 2012/13 was not known.

NOT PROTECTIVELY MARKED

Grant Schedule

Appendix C

Funding Purpose	Funding Provider	Grant Amount Agreed	Start Date	Notional End Date	Status
National Lead Force	Home Office	2,852,546	01/04/13	31/03/14	HO has confirmed HO grant to be £2,852,546 but no signed agreement. No indication of amount from CoLP but has been estimated at £2.077m
National Fraud Intelligence Bureau	Home Office / Cabinet Office	4,755,898	01/04/13	31/03/14	HO has confirmed HO grant to be £2,668,454 but no signed agreement. Cabinet Office amount TBC but likely to be £2,087,444
National Fraud Capability	Home Office	371,000	01/04/13	31/03/14	£371k is rollover from 2012/13 and is for RIO budget only.
Intellectual Property Unit	BIS / IPO	1,002,772	01/04/13	31/05/15	The remainder is taken to the centre to be bid for by other directorates
Dedicated Cheque and Plastic Card Unit	UK Payments	2,422,000	01/01/13	31/12/13	
Dedicated Cheque and Plastic Card Unit	EU grant (1 EUR = 0.840335 GBP)	226,000	01/05/13	31/03/14	Total grant = £451,007, ends 31/3/15
Insurance Fraud Enforcement Dept	Association of British Insurers	2789000	01/01/13	31/12/14	3 Year contract till 31/12/14. Negotiations begib in Oct 2013.
Overseas Anti-Corruption Unit	Dept for International Development	1207000	01/04/13	31/03/14	Agreement in place until 31/3/16
Overseas Anti-Corruption Unit	EU grant (1 EUR = 0.840335 GBP)	51000	01/09/13	31/03/14	Total grant = £134,000, ends 31/5/15
Dedicated Security Posts & Prevent	ACPO(TAM)	8,460,000	01/04/13	31/03/14	City Fund Bid for 14/15
Amberhill Project	Cabinet Office	376,000	01/04/13	31/03/14	Grant is underspend rolled over from 2012/13
Safer Transport Operations Team	Transport for London	1,200,000	01/04/13	31/03/14	Funding likely to continue indefinitely
Criminal Justice	London Safety Camera Partnership	196,000	01/04/13	31/03/14	Funding likely to continue indefinitely
Tower Bridge	City of London	196,000	01/04/13	31/03/14	Funding likely to continue indefinitely
CRB Checks	Criminal Records Bureau	103,000	01/04/13	31/03/14	Funding likely to continue indefinitely
Neighbourhood Policing Fund	Home Office	0	0	0	Terminated

TOTAL

26,208,216

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Committee: Police	Date: 6 th December 2013
Subject: Medium Term Financial Plan 2013-2017	Public
Report of: Commissioner of Police POL 59/13	For Information

Summary

This report provides Members with information regarding the Force's Medium Term Financial Plan (MTFP) for the period 2013-2017, see **Appendix A**.

This report should be considered in the context of the CSR for the period 2011-2014, which resulted in a reduction in the Force's budget of approximately 14% in cash terms. In response to this financial challenge, the Force implemented the 'City First' change programme.

The Force's Financial Plans are predicated on a number of assumptions, with the risk attached to each assumption being actively managed. For the MTFP, a number of risks have been built into the budgets, including a reduction in DSP/Capital City funding, revenue contribution to capital spend, and the assumption that there will be no increase in the Business Rate Premium.

If all of these risks materialise, the Force will require £5.86m from Reserves in 2014/15, and will require an additional £6.68m and £8.7m from Reserves in 2015/16 and 2016/17 respectively (Table 1). As a result the Force is attempting to mitigate these risks.

However, the use of Reserves, in each year of the MTFP, can be split between Reserves required to fund 'one-off' expenditure and Reserves required to fund 'on-going' annual revenue deficits. Tables 2 to 2b detail this analysis for each year of the MTFP.

The Force's plan to upgrade the Ring of Steel and IT improvements have yet to be agreed and therefore no provision for expenditure on these capital projects has been made.

The financial landscape beyond 2015/16 remains unclear but the Force continues to work on strategic options to increase revenue sources and further reduce expenditure.

These include:

- New Accommodation estate;
- Better use of IT to increase efficiency;
- Procurement savings (Uniforms);
- Shared services with Corporation of London;
- Developing the Fraud Academy;

Incorporating use of Reserves to fund elements of the accommodation strategy as agreed by Police Committee, the forecast balance of Reserves as at end of 2014/15 is £8.51m and £1.34m as at the end of 2015/16 (Table 4).

However, as the Court of Common Council has stipulated that the minimum Reserve balance should be £4m over the medium term planning period, mitigation strategies will have to be implemented during 2014/15 in order to retain the minimum reserve at 31st March 2016.

The Capital Programme will require a supplement from Reserves to implement the agreed programme. Due to the Force's straitened position, this has been limited to £1.0m in 2014/15 and 2015/16 respectively and £nil in 2016/17. The supplement is already included in the forecast balances of Reserves mentioned above.

Finally, the Home Office is reviewing the methodology for distributing the Police Formula Grant. Currently the Force receives 'damping' grant and will clearly be exposed to greater financial risk if the 'damping' mechanism is removed.

Recommendation

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

MAIN REPORT

BACKGROUND

1. The Comprehensive Spending Review for the period 2011 – 2014 has reduced the Force's budget by approximately 14%¹ in cash terms. Notwithstanding driving out all available non-pay savings, given that approximately 80% of the Force budget is expended on pay related costs it was decided that the Force's establishment of both police officers and staff would have to reduce over this period to achieve the level of savings required.
2. To implement the transformational change required the Commissioner initiated the 'City First' change programme.
The objectives of the programme were to:
 - (i) Manage budget reductions over a four year period;
 - (ii) Implement a 'new' Policing model in early 2012 to ensure earliest delivery of all available efficiency savings both in terms of headcount reductions and operating practices.
3. At the time of the initiation of the programme during April 2011 the budgeted establishment of police officers was 887² FTE and police staff 455³ FTE. As at 1st November 2013, the agreed City First model establishment is 731 FTE police officers and 480 police staff. While the police staff figures include growth arising from new Economic Crime funding streams, this growth does not resolve the challenge of delivering core policing functions within the City, which is reliant on the ongoing delivery of the 'City First' change programme providing greater efficiency and effective use of available resources.
4. Police staff numbers include 32 posts in areas that are currently being reviewed as part of the ongoing efficiency programme. These areas are IT, HR and General Services. It is anticipated that in 2015/16, the FTE for police staff will fall to 470.
5. Due to Police Regulations, the reduction of the police officer complement by 156 could only be achieved by 'natural wastage' as the opportunities to make police officers redundant are extremely limited. The historical

¹ POL 08/11 City First : City of London Police Change Programme

² POL 08/11 City First : City of Police Change Programme

³ POL 08/11 City First : City of Police Change Programme

turnover rate for police officers is approximately 48 per annum, and as a result it was forecast that it would take the Force approximately 3 years to reduce police officer strength to the required establishment level.

6. Members agreed that for the remainder of the CSR period, the cost of all police officer posts above the agreed establishment would be funded by Reserves, as these were seen as 'one off' costs.
7. However, due to prudent management of the Force's budget, the Force has not been required to draw on its Reserves to balance its budgets (to date) during the current CSR period

CURRENT POSITION - REVENUE

8. The Chancellor announced the results of the Spending Round 2013 on 26th June. For 2014/15, the Police will face a 5.1% (real) or 3.3% (cash) reduction in Formula Grant funding. Individual force allocations are to be announced later this year. For 2015/16, Formula Grant funding will fall by 4.9% (real) and 3.2% (cash). For 2016/17, the Formula Grant funding is assumed to fall by 3.75% (cash).
9. Detailed below is the Force's actual expenditure and income the financial year 2012/13 and a forecast of the budget for each financial year thereafter until 2016/17. The landscape beyond 2015/16 remains very unclear due to a potential change in Government in 2015/16.

Table 1: Actual and Forecast Budget Performance 2012-2017

	Actual	Forecast	Budget	Plan	Plan
	2012/13	2013/14	2014/15	2015/16	2016/17
	£000s	£000s	£000s	£000s	£000s
EXPENDITURE	104,407	105,507	105,478	104,505	104,503
INCOME	(41,810)	(42,180)	(38,588)	(38,588)	(38,588)
TOTAL NET EXPENDITURE	62,597	63,327	66,890	65,917	65,915
Cash Limits	62,597	62,937	61,030	59,241	57,213
(Transfer to) / From Reserves	(1,465)	390	5,860	6,676	8,703
Reserves b/f	13,797	15,262	14,872	9,012	2,336
Reserves c/f *	15,262	14,872	9,012	2,336	(6,367)

* The reserves balances are before the ring-fenced Accommodation strategy amounts as shown in Table 4

10. It should be noted that based on the current funding plans and forecast expenditure by the Force, the Force will exhaust its Reserves during 2016/17.
11. To address the forecast budget gap in the period 2014/15 to 2016/17 and beyond, the Force has already undertaken a number of initiatives:
 - Continuing to implement a reduced headcount operational policing model
 - Pursuing Capital City Funding to replace the existing Dedicated Security Post (DSP) Funding
 - Development of the Fraud Academy to generate income.
 - Reducing premises' costs following implementation of the Force Accommodation Strategy.
 - Pursuing external funding opportunities for Economic Crime.
 - Securing procurement savings.
 - Use of Reserves.
12. Tables 2 to 2b are an analysis of the funding gap. The analysis of the 2014/15 funding gap identifies 'one off' expenditures which includes (a)

revenue contributions of £1m a year in 2014/15 and 2015/16 towards the funding of the capital programme; (b) the Force has assumed a loss of £3.48m of the DSP ‘damping’ grant and (c) Members have agreed that the Force would fund the costs of police officer posts above the agreed establishment from Reserves of £0.65m.

Table 2: Analysis of 2014/15 Deficit

Analysis of 2014/15 Deficit		£m	£m
Spends agreed to be funded from Reserves:			
Capital Spend		1.00	
One-costs of Supernumerary Officers			
2014/15 Budget Officers 740			
2013/14 forecast Officers 730			
Difference of 10 at an average cost of £65,000		0.65	
One-off Spends			1.65
DSP/Capital City			3.48
Underlying Revenue Deficit - to be funded from Reserves			<u>0.73</u>
2014/15 Budget Deficit			<u><u>5.86</u></u>

13. Excluding the ‘one off’ costs and the loss of the DSP ‘damping’ grant, the underlying budget deficit is £0.73m.
14. When the City First financial model was originally prepared, it was envisaged that during the course of the CSR period the Business Rate Premium would increase from 0.4 p to 0.5 p in the £. The value of the increase is approximately £1.4m.
15. A similar analysis to determine one-off costs as distinct from the underlying deficit has been undertaken for the financial years 2015/16 and 2016/17. A table for each year is shown below:

Table 2a: Analysis of 2015/16 Deficit

Analysis of 2015/16 Deficit		
	£m	£m
Spends agreed to be funded from Reserves:		
One-off Capital Spends		1.00
DSP/Capital City		3.48
Underlying Revenue Deficit - to be funded from Reserves		<u>2.19</u>
2014/15 Budget Deficit		<u><u>6.67</u></u>

Table 2b: Analysis of 2016/17 Deficit

Analysis of 2016/17 Deficit		
	£m	£m
Spends agreed to be funded from Reserves:		
DSP/Capital City		3.48
Underlying Revenue Deficit - to be funded from Reserves		<u>5.22</u>
2014/15 Budget Deficit		<u><u>8.70</u></u>

Members may wish to note from Table 2, a and b, that the underlying deficit is increasing. This is a combination of reducing grants and increasing pay and prices.

16. Members may wish to note that notwithstanding the projected spend against the one-off costs, there is a requirement for the Force to balance the budget in each year. Critical to this aim is securing Capital City funding. However, the Force will need to develop a financial plan to constrain costs within the budget period during 2015/16, so that the on-going forecast budget deficit in 2016/17 can be reduced to a manageable level.
17. The assumptions included within the MTFP for 2013/17 are as follows:

Table 3: Assumptions included in the MTFP 2013-2017

	2013/14	2014/15	2015/16	2016/17
Budgeted Police Officer FTE as at 1 April	782	740	730.5	730.5
Police Officer Vacancy Factor £m	1.6	0	0	0
Budgeted Civilian Staff FTE as at 1 April	436.5	480	470	470
Civilian Staff Vacancy Factor £m	0.5	0.25	0.25	0.25
Pay Inflation	1%	1%	1%	1%
Non-pay Inflation	n/a	1.9%	1.8%	1.8%
Revenue Supplement to Capital Programme £m	1.4	1.0	1.0	0
Dedicated Security Posts/ Capital City Funding £m	8.5	5	5	5
Police Formula Grant	Actual	-3.3%	-3.2%	-3.75%
Business Rate Premium £m	4.1	4.1	4.1	4.1

USE OF RESERVES

18. In addition to the items identified above (tables 2 to 2b), which are funded from Reserves, the Force has also committed to fund from Reserves an element of the Accommodation Strategy of £0.5m for 2014/15 and 2015/16 respectively.
19. Below is a table which shows the proposed ring-fencing of Reserves:

Table 4: Ring-fenced Use of Reserves

	2013/14 Full Year Forecast		2014/15 Budget		2015/16 Plan		2016/17 Plan	
	£m	£m	£m	£m	£m	£m	£m	£m
Opening Balance		15.26		14.87		8.51		1.34
Surplus/(Deficit) - per Tables 2 to 2b	(0.39)		(5.86)		(6.68)		(8.70)	
Ring-Fence: Accommodation Strategy			(0.50)		(0.50)		(0.50)	
Balance C/fwd		14.87		8.51		1.34		(7.87)

20. If Capital City funding is reduced to £5m, the force will either be required to cap its use of reserves in 2015/16 in order to comply with the directions of the Court of Common Council with consequent implications for budget reductions, or seek approval to a reduction to the minimum balance of reserves to be retained (currently £4m).
21. In addition to the above, the Force's financial commitments to upgrade the Ring of Steel, implement IT Improvements and Project Athena – have yet to be determined and provided for in the above budget, but these areas will need to be funded.

CURRENT POSITION - CAPITAL

22. The proposed Capital Programme for the medium term period to 2015/16 is shown at **Appendix B**.
23. This Capital Programme is monitored by a Board chaired by the Assistant Commissioner. It is forecast that the Capital Programme for 2014/15 will fully use the £1.0 m supplement from the revenue budget.
24. For 2015/16, the Capital Programme Budget assumes a requirement of £1.0m supplement from the revenue budget. However, not all schemes have yet been approved by the Force's Strategic Management Board/your Committee; therefore final costs are not known.
25. Due to the Force's straitened position, the mid-term budget assumes a reduced revenue contribution to Capital accounts; however, the Force will continue to monitor this assumption.

THE FUTURE

26. Individual Force budget settlements for 2014/15 and 2015/16 have yet to be announced. Furthermore, the financial landscape beyond 2015/16 remains unclear, albeit that a continued reduction in the level of available resources is predicted.
27. Clearly the Home Office decision regarding the 'Capital City' grant to offset the reduction in Dedicated Security Post (DSP) funding is a critical factor, as is the decision by Members as to whether to support a rise in the Business Rate Premium.
28. The Home Office is reviewing the distribution methodology for Police Formula Grant. In previous years the City of London has contributed to the damping scheme, whereas in 2013/14 the City became dependent on the damping mechanism and therefore exposed to greater financial risk should the damping provision be removed as a result of the review.

CONCLUSION

29. The Force continues to face significant financial challenges beyond the existing CSR period.
30. Current plans indicate that the Force will be able to contain the budget for 2014/15 but with a large supplement from General Reserves. However, this is predicated on a number of assumptions, including Police Officer strength, and the level of external funding streams.
31. Should the 'worst case' scenario materialise, the Force will either be required to cap its use of Reserves in 2015/16 in order to comply with the directions of the Court of Common Council with consequent implications for budget reductions, or seek approval to a reduction to the minimum balance of reserves to be retained (currently £4m)..
32. Plans are therefore being further developed to increase revenue sources and further reduce expenditure to offset the predicted decrease in resources for 2015/16, and future years. These plans will be activated during 2014/15 as the extent of permanent streams becomes known.
33. It is recommended that Members note the current position.

Background Papers:

POL52/12 Medium Term Financial Plan 2012-2015

Appendices

Appendix A: Medium Term Financial Plan (Revenue) 2013-2017

Appendix B: Capital Programme 2013-2016

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City of London Police
MEDIUM TERM FINANCIAL PLAN 2012-2017

	Current Spending Review Period				Next SR Period	
	2012/13 Actual	2013/14 Budget	2013/14 Forecast	2014/15 Budget	2015/16 Plan	2016/17 Plan
Employees	83,953	79,944	82,615	82,284	81,996	82,816
Premises	4,138	4,820	4,365	4,906	4,974	5,013
Transport	2,111	2,512	2,168	2,431	2,475	2,500
Supplies and Services	9,272	9,893	11,128	11,131	10,313	10,416
Third Party Payments	810	890	1,181	1,171	1,192	1,204
Transfer Payments	1	1	0	0	0	0
Transfer to Reserve	1,468	0	0	0	0	0
Contingencies	0	300	0	0	0	0
Revenue Contribution to Capital Expenditure	0	1,393	1,393	1,000	1,000	0
Central Support Services	2,654	2,370	2,657	2,555	2,555	2,555
Total Expenditure	104,407	102,123	105,507	105,478	104,505	104,503
Government Grants	(30,486)	(28,271)	(28,520)	(24,407)	(24,407)	(24,407)
Other Grants	(8,857)	(9,045)	(9,929)	(11,144)	(11,144)	(11,144)
Customer Client Receipts	(2,377)	(1,870)	(3,731)	(3,037)	(3,037)	(3,037)
Investment Income	0	0	0	0	0	0
Transfer From Reserves	(90)	0	0	0	0	0
Total Income	(41,810)	(39,186)	(42,180)	(38,588)	(38,588)	(38,588)
Total Net Expenditure	62,597	62,937	63,327	66,890	65,917	65,915
Funded By:						
Home Office Core Grant	30,208	20,608	20,608	19,928	19,290	18,567
CLG Core Grant	27,250	37,190	37,190	35,963	34,812	33,507
Business Rate Premium	4,139	4,139	4,139	4,139	4,139	4,139
City Corporation Contribution to NLF	1,000	1,000	1,000	1,000	1,000	1,000
Total Resources	62,597	62,937	62,937	61,030	59,241	57,213
Forecast Surplus/(Deficit)	0	(0)	(390)	(5,860)	(6,676)	(8,703)
Reserves						
General Reserve B/F	13,797	15,262	15,262	14,872	9,012	2,336
Forecast Use of Reserve in year	1,465	0	(390)	(5,860)	(6,676)	(8,703)
General Reserve C/F	15,262	15,262	14,872	9,012	2,336	(6,367)
POCA Reserve B/F	1,600	1,510	1,510	1,510	1,510	1,510
Forecast Use of Reserve in year	(90)	0	0	0	0	0
POCA Reserve C/F	1,510	1,510	1,510	1,510	1,510	1,510

**City of London Police
CAPITAL PROGRAMME 2012-2016**

Project	Original Budget 2013/14	Forecast Out-turn 2013/14	Budget 2014/15	Plan 2015/16
	£000	£000	£000	£000
Expenditure				
Vehicle Replacement Programme	314	335	504	250
Airwave Radios				
Crime Recording and Intelligence System	603		564	300
Digital Interview Recording		9		
NSPIS Custody and Case Prep Upgrade				
Business Continuity				
Ring of Steel	500		232	1,289
Ring of Steel ANPR Back Office Upgrade		152		
Ring of Steel In Car ANPR		257		
Ring of Steel Mobile ANPR		58		
IT Infrastructure Refresh		4		
HOLMES 3 Upgrade				
Corporate Website Re-development		63		
SSU - replacement and new technical equipment		4		
East Coast Information Services Consortium	400			
City Corporation HR System	65	65		
City Private Fibre Network	300			
Airwave Upgrade to Liverpool Street Station	50	50		
Programme Management		43		
Joint control room			500	
Mobile Working			100	
Microsoft Enterprise Agreement		855		
EROS2		63		
ACESO Digital Forensic Phase 1		70		
ACESO Digital Forensic Phase 2		80		
Ops Planning		60		
HR Hardware Refresh		100		
Total Expenditure	2,232	2,267	1,900	1,839
Funded by				
HO Capital Grant	(839)	(839)	(900)	(839)
HO Capital Grant brought forward	0	(432)	0	0
NPIA Grant re NSPIS Custody and Case Prep Upgrade	0	0	0	0
Capital Receipts	0	0	0	0
Revenue contributions	(1,393)	(1,393)	(1,000)	(1,000)
Total Income	(2,232)	(2,664)	(1,900)	(1,839)

Committee: Police	Date: 6 th December 2013	Item no.
Subject: Bernard Morgan House – Review of Charges	Public	
Report of: Commissioner of Police POL 58/13	For Decision	

Summary

Under City of London Corporation Financial Regulations for charging, the Force is required to submit an annual report on the review of charges for Bernard Morgan House (BMH).

BMH is currently expected to realise a deficit on its budget for this financial year of approximately £60,000.

This is due in part to the expiry of the British Transport Police contract re letting of rooms within BMH, and the levels of occupancy being obtained, which are partially driven by the Windsor Review and the fact that BMH is not deemed ‘acceptable accommodation’ under the definitions for this review, as it has no ‘en-suite’ facilities.

BMH also provides other services to the Force at no cost, such as cheap storage.

An on-line questionnaire was conducted with users of BMH, this has helped to inform the decision making process of the Force’s Strategic Management Board (SMB) and the recommendations presented to Members in this report.

This report presents to Members measures to mitigate the deficit and recommends changes to the pricing tariffs as follows:

- a) Increasing the non-City of London Police officer / support staff charge by £5 per day;
- b) Increasing all other charges except car-parking by 3.3%;
- c) Increasing car-parking in line with the City of London charge for residents, therefore from £524 per year to £740;

In addition SMB has commissioned a review of the management and operation of BMH to seek additional efficiency savings to further mitigate the operating deficit.

It is planned for BMH to be sold off as part of the overall package of sites which will part fund the new police estate; accordingly

measures which require significant investment in the building have been discounted as it is expected that within five years BMH will be closed.

RECOMMENDATIONS

It is recommended that Members agree to:

1. Increasing the non-City of London Police Officer / support staff charge by £5 per day with effect from (wef) 1st April 2014;
2. Increasing all other charges except car-parking by 3.3% wef 1st April 2014;
3. Increasing car-parking charges in line with City of London charges for residents, therefore from £524 per year to £740 pa wef 1st April 2014;

MAIN REPORT

BACKGROUND

1. The purpose of this report is to enable Members to make an informed decision on the annual review of charges for BMH. The report outlines the current budget situation for BMH, explains the current pricing system and seeks approval for the changes to pricing tariffs to be implemented from 1st April 2014. As part of this work an online questionnaire was undertaken with users of BMH to better understand their views and to inform the decisions made at the Forces Strategic Management Board which are presented for Member approval.

CURRENT POSITION

2. **Current Budget Situation** - It is predicted that this year the shortfall between income and expenditure will be approximately £60,000. This shortfall has occurred partly through the ending of the contract between the Force and the British Transport Police for the provision of accommodation (valued at £150,552 per annum) and secondly the level of general usage; the expected outturn is illustrated at Appendix A to this report.

3. Recommendations within the Windsor Review mean that BMH is not recognised as 'acceptable accommodation' according to the definition of this within the Review, as there are no 'en-suite' facilities provided. This has led to reduced occupancy levels and in addition, increased financial cost to the Force. Under the terms of the Windsor Review Recommendation 12, a payment of a hardship allowance of £30 per night is made to an officer if s/he stays over at BMH when 'Held in Reserve' as it is not deemed 'proper accommodation'.
4. BMH also provides other services to the Force in addition to accommodation which are not themselves income generators, but are important to the operation of the Force, these are: -
 - storage at no cost to the Force, this has been estimated at between £49,000 and £97,000 approximately if provided commercially, this is based upon 1318.6 ft² of available space with a charge out rate of between £35 and £74 per square foot. The charge out rates for storage are typical rates across London, £74 in Southwark and £35 in Muswell Hill;
 - BMH staff provide, as part of their duties, the 24hour maintenance help desk facility.
5. **Current Pricing System** - This is shown at Appendix B to the report. There are a wide range of tariffs ranging from £14 per night for a probationer if staying more than 28 days to £35 per night for a single room if a City of London employee. The range of tariffs has evolved over the years to target distinct groups and importantly to be sympathetic to officer/ staff members due to the cost of living within the City and their relative salaries. Data on the tariffs of cheaper hotels in the locale of BMH has previously been collected but direct comparisons continue to remain unrealistic due to the level of facilities available at these hotels (notably en suite facilities) compared to those available within BMH.
6. **The survey and results** - As part of the review of charges, a survey with users of the facilities was conducted. Key highlights revealed from the survey results include;
 - Of the 162 respondents 90% used BMH occasionally;
 - 80% of users are police officers;

- Over 50% of users viewed the accommodation as acceptable, a further 25% viewed it as good or very good;
 - 43% of users viewed the bathroom facilities as acceptable, a further 10% as good or very good;
 - 29% of users viewed the staff as satisfactory with a further 69% saying they were helpful or very helpful;
 - 52% of users thought the management was satisfactory, while a further 26% viewed it as well to very well managed;
 - 76% of users thought the facilities should be open to more than City of London Police and support staff;
 - 83% of users thought other forces should be allowed to use the facilities;
 - 71% thought ex-police officers and their partners should be allowed to stay;
 - 92% of users thought that there should be a different pricing structure for non-City of London Police officers and support staff;
 - 34% of users thought that non-City of London Police officers and support staff should pay at least £10 more per night, with 14% thinking it should be more than £15;
 - 66% of users thought the existing rates were reasonable given the location;
 - 65% of users felt pricing policy would stop them using BMH.
 - The big two issues for improvement are en-suite facilities and a better kitchen area / provision.
7. The level of response was high with generally over 140 responses per question.

RECOMMENDATIONS

8. A number of options were considered by the Force's Strategic Management Board at its meeting on 13th November and a decision

was taken that pricing tariffs should be increased to close the funding gap.

9. As part of the options presented to SMB a review of pricing tariffs was conducted in conjunction with an assessment of the impact this may have on occupancy rates which has informed the level of increases being recommended here for approval.
10. If prices at BMH are increased substantially then there is an increased risk that current users will find alternative accommodation, the key factor being en-suite provision. From the survey results, there was a general agreement that the pricing difference between non-City of London officers and support staff and City of London officers and support staff should be increased. It was agreed that a £5 difference per night was appropriate. This would provide an additional income of up to £15,000 / £20,000 per year. The total charge for a double room if staying longer than 28 days would then be £21.38, far less than available commercially, but with the reduced facilities of BMH, a price still deemed acceptable.
13. It was also agreed that the rest of the users' price tariffs should have an inflation price increase of 3.3% applied. This would increase the income stream by approximately £10,000 pa.
14. BMH also provides car-parking currently priced at £1.56 per day based upon 28 days continuous use, this equates to £524 per year. To park in the Barbican with a yearly season ticket costs £2,040, at Minories Car-Park as a non-resident £4,264 and as a resident of the City £740. It was agreed that car-parking charges should be brought in line with Minories Car Park charges. This would generate a further £1,200 - £1,600 per year, not significant but helpful in reducing the budget deficit. It also develops a more consistent pricing structure between the CoL and CoLP.
15. The results of these measures could realise £26.2 – £31.6 K pa which will go towards mitigating the current operating deficit.

FINANCIAL AND RISK IMPLICATIONS

17. It is anticipated that the recommended proposals will help to close the current funding gap at BMH without having an adverse effect on current occupancy levels.

18. In addition SMB has agreed to commission a further review of the operation and management of BMH services to seek supplementary efficiency savings and attempt to identify new income generating opportunities for the intervening period prior to building closure.

CONCLUSION

19. BMH is an old building which requires significant investment if the same income streams are to be expected as from a modern hotel. The driver for BMH is both to house officers being required for operational reasons and those who wish to live close to work at an affordable price. The recent questionnaire shows that price is a key influencing factor for staying at BMH balanced against the quality of facility provided. If prices were significantly increased to mitigate the shortfall between income and expenditure then users would leave. It is therefore appropriate to increase prices rationally and hence the recommendation is to increase tariffs in line with inflation for City of London Police officers and support staff, whilst increasing non- City of London employees by £5 per night.
20. Linked to the price increases SMB has also commissioned a thorough review of the management and operation of BMH to be undertaken to seek additional efficiency savings and attempt to identify new income generating opportunities in the intervening period prior to its anticipated closure.

Background Papers:

Appendices

A – Expected Outturn for 2013-2014 Financial Year

B – Current Pricing Tariffs

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Expected Outturn 2013-2014

Income	£	Expenditure	£
Double Rooms	16,635.56	Direct Pay	145,506.00
Single Rooms	54,074.24	Indirect Pay	73,025.00
City Single Rooms	29,294.18	Agency pay	56,759.00
City Double Rooms	8,604.45	Electricity	11,602.00
Duty Rooms	78,376.87	Gas	26,076.00
Garage Usage	588.70	Rates, Water & Sewage	7,620.00
Miscellaneous	13,178.02	Cleaning	105,083.00
Probationers	7,388.21	Maintenance	23,864.00
St Johns Ambulance	942.72	Equipment	11,158.00
Meeting Room	2,635.51	Other minor expenditure	10,954.00
Long Stay City Police Residents	76,059.42	Minor Works	22,500.00
Long Stay Non City Police Residents	147,299.09		
Totals	435,076.97		494,147.00

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Appendix B

B E R N A R D M O R G A N A C C O M M O D A T I O N C H A R G E S

<u>Existing charges are based on months (30 days assumed), revised charges are based on 28 days as per HMRC VAT rules</u>	Revised Charges	VAT Status
CITY OF LONDON POLICE		
Probationer Residents – up to Day 28	380.00	Exempt
Confirmed Residents – up to Day 28	404.00	Exempt
Probationer Residents – extra days	14.00	Exempt
Confirmed Residents – extra days	14.00	Exempt
Probationer Residents – monthly		
Confirmed Residents – monthly		
Single Room – per night	29.00	Exempt
Double Room – per night	38.00	Exempt
Parking Charge – 28 Day period	36.00	Exempt
M/Bike Storage – 28 Day period	27.00	Exempt
Parking Charge – monthly		
M/Bike Storage – monthly		
CITY OF LONDON CIVILIANS & STAFF		
Period – up to Day 28	485.00	20%
Daily – from Day 29	15.02	20% & 0%
Monthly		
Single Room – per night	35.00	20%
Double Room – per night	45.00	20%
Parking Charge – daily (based on 28 days)	1.56	20%
M/Bike Storage – daily (based on 28 days)	1.17	20%
NON-CITY OF LONDON & GUESTS		
Period – up to Day 28	529.00	20%
Daily – from Day 29	16.38	20% & 0%
Monthly		
Single Room – stays up to 7 nights	41.00	20%
Double Room – stays up to 7 nights	56.00	20%
Single Room – nightly for stays over 7 nights	35.00	20%
Double Room – nightly for stays over 7 nights	45.00	20%
Parking Charge – daily (based on 28 days)	1.56	20%
M/Bike Storage – daily (based on 28 days)	1.17	20%

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<p>Committees: Police: Performance and Resource Management Sub Committee Police</p>	<p>Dates: 15th November 2013 6th December 2013</p>
<p>Subject: City of London Police: Risk Register Update</p>	<p>Public</p>
<p>Report of: Commissioner of Police POL 52/13</p>	<p>For Information</p>

Summary

The Force Strategic Risk Register has been reviewed as part of the quarterly assurance process maintained within the Force with notable amendments to the register as follows:

- *SR 04: Underperforming as Lead Force for Economic Crime:* The financial aspects of this risk have been removed to formulate a specific risk within the risk register (SR 12)
- *SR 06: Failure to contain expenditure within agreed budgets:* This risk is formally closed within the register as it is considered business as usual but will remain monitored to take into account changed in the financial climate the Force may face in the long term future.
- *SR 07: Increased dissatisfaction with quality & delivery of service to community:* This risk was closed to reflect the business as usual aspect of this area and the continued assurance of the control levels having been Green for over a year within the document. However a decision was taken at SMB in September to re-open this risk for continued monitoring.
- *SR 08: Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability:* This risk is closed due to the successful implementation of the events it covered.
- *SR 09: Delivery of new Force Estate:* This risk remains un-assessed awaiting the implementation of the new Estate Programme.
- *SR 12: Loss of ECD external funding streams:* Added as a result around discussion concerning SR 04 to cover the

bespoke financial risk the Force may hold around the provision of Economic Crime services and capability.

- *SR 13: Department Staff Vacancies affecting ICT Business Continuity:* This is a new risk that picks up the current shortage of staff within ICT. Initially vacancies were created as the Force scoped moving to the ECIS consortium, now that this approach is not being taken a long term solution of ICT staff numbers and structure is being scoped but there remains some areas where staff numbers do not support the maintenance of services efficiently.
- *SR 14: IT Business Continuity:* This risk is monitoring the business continuity arrangements for Force critical systems that support the delivery of our policing plan priorities. This will allow the Force to identify areas of potential weakness so that management decisions can be made about the provision of IT resources based on the criticality of systems and the likelihood of an event making a system unavailable.
- *SR 15: Delivery of IAMM (Information Assurance Maturity Model):* This risk looks at the Force's ability to comply with the information Assurance Maturity Model. The group discussed this risk in detail and currently the full impact of non-compliance is being requested from Intelligence & Information to inform the overall risk position.
- *SR 16: Impact of CSR savings on Force Capability:* This risk was added as part of the review of the risk register at SMB. Despite delivering City first there remain long term financial challenges for the Force. This risk will pick up the impact of these challenges and the possible effect of capability once the full extent of the next round of CSR savings becomes clear.

RECOMMENDATION

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

Main Report

BACKGROUND

1. The Force Strategic Risk Register remains monitored on a quarterly basis by the Force Risk Assurance Group currently chaired by the Assistant Commissioner. The last meeting of this group took place on the 6th August where the risk profile of the Force was reviewed and the risk register was updated to reflect the discussions of the group.

CURRENT POSITION

2. In accordance with the City of London Corporation's responsibilities as a police authority, it is appropriate that your Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force.
3. The Force has initiated a risk assurance process to provide oversight to the risk register cascade and to provide a forum for the Assistant Commissioner to actively question all risk registers within the Force and allow Directors to collectively assess their risks and control measures. This aims to provide a top-down and bottom-up approach to the management of risk within Force and has evolved to take into account the structural changes within the Force brought about as a result of City First Implementation.
4. The assurance meetings have taken place on a quarterly basis since the 3rd May 2011. The last meeting to be held was chaired by the Commander on the 6th August 2013, where the Force risk profile for 2013/14 was reviewed for the first time in relation to the current set of performance measures and control assessments associated with each risk.
5. The Strategic Risk Register continues to be supported by a cascade of Directorate risk registers that are maintained and reviewed by Directors in support of the delivery of their portfolio business plans. Significant risks from Directors areas that they define as unmanageable by them alone are also discussed at the Risk Review Group to add information, where appropriate, to the Force risk profile.
6. Subsequently the Force Risk Profile was also reviewed at the Force SMB on 21st August where a new risk SR 16 was added to the register. The full risk register was then presented to the Police Committee Lead for Risk, Deputy Doug Barrow, for his oversight on the 5th September.

7. The position of the Force risks as at 24th September 2013 is detailed below:

Risk Detail		Current				Trend			Control Colour
Ref	Description	I	L	C	RM	I	L	C	
SR 01	Inadequate response to terrorism within the City	M	L	1	2	→	→	→	GREEN
SR 02	Reduction in public confidence in the Force as a result of terrorist attack against City	M	L	2	4	→	→	→	GREEN
SR 03	Inadequate management of a high profile event	M	L	2	4	→	→	→	GREEN
SR 04	Underperforming as Lead Force for Economic Crime	H	M	3	18	→	→	→	AMBER
SR 05	Reduction of staff morale/well-being	H	H	2	18	→	→	→	AMBER
SR 06	Failure to contain expenditure within agreed budgets	NA	NA	NA	NA	NA	NA	NA	CLOSED
SR 07	Increased dissatisfaction with quality & delivery of service to community.	M	L	2	4	→	→	→	GREEN
SR 08	Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability.	NA	NA	NA	NA	NA	NA	NA	CLOSED
SR 09	Delivery of new Force Estate	-	-	-	-	NA	NA	NA	WHITE
SR 10	Delivery of Fraud Academy	NA	NA	NA	NA	NA	NA	NA	CLOSED
SR 11	Delivery of Policing Plan Priorities and Measures	M	L	3	9	→	→	→	GREEN
SR 12	Loss of ECD external funding streams	H	M	2	12	NA	NA	NA	GREEN
SR 13	Department Staff Vacancies affecting ICT Business Continuity	H	H	3	27	→	→	→	AMBER
SR 14	IT Business Continuity	H	M	3	18	→	→	→	AMBER
SR 15	Delivery of IAMM (Information Assurance Maturity Model)	M	M	4	16	→	→	→	AMBER
SR 16	Impact of CSR savings on Force Capability	-	-	-	-	NA	NA	NA	WHITE

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

8. The position of each risk was discussed by the risk review group and a summary of the new developments in the risk profile is presented below for information.

9. ***SR 04: Underperforming as Lead Force for Economic Crime:*** This risk was discussed at length to ensure the group was content with how it was represented within the register. It was noted that within this risk there were financial implications for the Force should funding streams for Economic Crime activities be withdrawn by partners. As a result of these discussions it was agreed to create a new entry within the risk register as reflected in SR 12 in the previous table.
10. The Force holds a strategic risk around underperforming as National Lead Force for Fraud (NLF) for two primary reasons. Firstly - and linked to the strategic risk around finance, the performance of NLF assets is critical to maintaining a significant proportion of the Force's annual revenue (all NLF funding streams are tied to challenging performance criteria). Secondly, the establishment of the National Crime Agency, with its defined Economic Crime Command, has driven high level discussions within the Home Office and law enforcement community around the positioning of NLF – even its mere existence. These conversations are not confined to the Force, Similar concerns have been voiced in relation to the MPS retaining primacy over counter-terrorist policing. The risk is rated as amber, not because NLF performance is below par, but in recognition that any fall in performance might jeopardise our NLF status'
11. ***SR 06: Failure to contain expenditure within agreed budgets:*** This was previously closed by the risk review group in August 2012 as it was agreed managing the budget was business as usual within the Force. However it remains discussed at each meeting so any changes in the wider financial position can be assessed and if necessary the risk can be reopened to address them. At the meeting in February the group confirmed that this risk should in the short term remain closed as the Force had managed its financial position through delivery of the City first Programme.
12. ***SR 07: Increased dissatisfaction with quality & delivery of service to community:*** The Risk Review Group considered the position of this risk noting the score had remained low and unchanged for over a year within the register. A decision was taken to therefore close the risk reflecting that this was also business as usual with the Force and the indicators within the Policing Plan around satisfaction would provide a steer to the Force should community satisfaction become an issue and need addressing. However, at the Strategic Management Board meeting in September a decision was taken to re-open this risk for monitoring reflecting the importance the Commissioner places on ensuring satisfaction with the services delivered by the Force to the community.

13. ***SR 08: Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability:*** This risk was closed in November 2012 reflecting the end of this activity and accepting the good job the Force did in managing these commitments over the course of last year.
14. ***SR 09: Delivery of new Force Estate:*** The group considered scoring this risk for the first time but also acknowledged that the programme had yet to formally begin. This risk remains on the register to note reflecting the importance of this issue and will be formally scored once the programme has begun and relevant information is available to inform the risk position more adequately.
15. ***SR 12: Loss of ECD external funding streams:*** This is a new risks added as a result of discussions around SR 04 taking out the separate financial issue around the Force's economic crime capability and function.
16. ***SR 13: Department Staff Vacancies affecting ICT Business Continuity:*** This risk was raised from within the Corporate Services Directorate for the attention of the Risk Review Group where it was discussed at length and the impact ICT business Continuity would have on the existing Force Risks and delivery of our Policing Plan Priorities. Initially vacancies were created as the Force scoped moving to the ECIS consortium, now that this approach is not being taken a long term solution of ICT staff numbers and structure is being scoped but there remains some areas where staff numbers do not support the maintenance of services.
17. Out of 29 staff positions 8 are filled with permanent staff, 8 are filled with temporary staff, 6 are filled by fixed term contracts and one vacant position is covered with a supplier arrangement. There are currently 6 vacant positions within the department.
18. The main area of concern is within the networks team which has four of these vacancies. The maintenance of the Force airwave equipment is the biggest risk with both these positions now vacant. A supplier arrangement is being put into place to mitigate this and provide continuity for the Force.
19. The department will continue to provide cover for vacant positions using fixed term contracts and agency staff until a strategic decision is made about the long term future of ICT provision within the Force that will allow the recruitment of full time staff.
20. ***SR 14: IT Business Continuity:*** IT business continuity was raised to highlight areas where Force systems could potentially impact on the ability of the Force to deliver its Policing Priorities. Linked to potential ICT staff shortages this risk looks at the Business Continuity Arrangement for the

Critical systems and is currently tracking the development and implementation of Force business continuity for these as part of the risk monitoring, this is also linked to the oversight provided within the Corporate Services Business Plan where ICT business continuity is reported monthly.

21. ICT business continuity continues to progress as the Force tests the resilience of its critical systems. The long term solution to the provision of ICT services will assist the Force in maintaining its systems as a picture becomes clearer as to the investment pattern required to update the infrastructure and move to the new estate within the Estates Programme. Investment in business continuity can be increased as part of the estates programme and ICT will be engaged to ensure decisions are made and a risk appetite for each system is defined to assist investment decisions.
22. To address both SR 13 & SR 14 the Force has employed an IT consultant to scope the long term options for the provision of ICT services so that certainty can be provided to ICT staff and procurement decisions can be made to upgrade our infrastructure.
23. The resultant consultant report will allow the Force to provide certainty for ICT provision:
 - The Force will need to make a strategic decision on the long term delivery of ICT services.
 - A plan will then be devised to migrate to the model for these new services.
 - A new ICT strategy can be developed to deliver this plan
 - Certainty can be provided to ICT staff and a plan to move from Agency and temporary staff can be developed to provide long term staffing cover for the provision of ICT services.
24. ***SR 15: Delivery of IAMM (Information Assurance Maturity Model):*** This risk looks at the Force's ability to comply with the Information Assurance Maturity Model. The possible impacts of not achieving compliance are:
 - Loss of Public confidence
 - Reduced Services
 - Loss of services

- Reputation - Credibility with partners
- Reputation and Finance –imposition of a fine for non compliance

25. **SR 16: Impact of CSR savings on Force Capability:** This risk was added as part of the review of the risk register at SMB. Despite delivering City first there remain long term financial challenges for the Force. This risk will pick up the impact of these challenges and the possible effect of capability once the full extent of the next round of CSR savings becomes clear.

OTHER SIGNIFICANT IMPLICATIONS

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

CONCLUSION

27. The risk profile of the Force is continually reviewed and updated quarterly by the Force Risk Assurance Group. The Police Committee are kept informed of the Force Risk Profile twice a year to ensure they are briefed of new and emerging risks and any significant change in existing risk scores as part of the Force's assessment of its own risk profile.

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Appendix A: Force Risk Scoring Criteria

FORCE RISK SCORING CRITERIA

IMPACT ASSESSMENT TABLE

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

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LIKELIHOOD ASSESSMENT TABLE

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

RISK MATRIX TABLE

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

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

Control Assurance within the Risk Register

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

Control levels

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

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

Force Risk Multiplier Numbers

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

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Committee:	Date:
Police Committee	6 December 2013
Subject:	Public
Police Property Act Fund	
Report of:	For Decision
Town Clerk	
<p><u>Summary</u></p> <p>The report informs Members of applications and awards from the Police Property Act Fund during 2013 and asks the Committee to consider four further grants suggested by individual Members.</p> <p>Recommendations</p> <p>Members are asked to:-</p> <ul style="list-style-type: none"> (a) note the contents of the report; (b) consider a one-off grant of £1,000 to the following charities:- <ul style="list-style-type: none"> i. First Aid Nursing Yeomanry (CC Reg. No. 249360); ii. St John’s Ambulance (CC Reg. No.1077265/1) iii. City of London Police Charity for Children (CC. Reg. 294362) iv. The Hampstead Marie Curie Hospice (CC Reg. No. 207994) v. St Joseph’s Hospice, Hackney (CC Reg. No. 1113125) vi. Haven House children’s hospice, Essex (CC Reg. No. 1044296) 	

Main Report

1. The Police (Property) Regulations 1997 enable the surplus from the Property Act Fund to be used for charitable purposes. In 2008, the Committee reviewed the criteria for making grants in view of new requirements under the Charities Act 2006, including the duty to demonstrate public benefit. One of the changes agreed was that only registered charities will be eligible for a grant. The Constitution and Purpose of the Fund and the Criteria for Disbursements, as agreed by your Committee in November 2008 (with an amendment agreed in December 2011), are attached at Appendices A and B respectively.
2. The balance of the Fund now stands at £62,494 (as at 31st March 2012 – see appendix C).

Requests from the Force

3. The Commissioner has requested that donations be made to two charities:-
- (a) **The First Aid Nursing Yeomanry: (CC Reg. No. 249360)**
The First Aid Nursing Yeomanry was formed in 1907 with the purpose of assisting both Civil and Military authorities in the United Kingdom during any major event, incident, or in planning, so as to protect life and relieve human suffering. This charity provides support to victims of a major incident.
 - (b) **St John's Ambulance: (CC Reg. No.1077265/1)**
St John's Ambulance provides practical first aid training to schools, businesses and local community groups. Last year the organisation taught over 800,000 people. By equipping volunteers with the necessary expertise, the charity intends that they can provide lifesaving treatment if required.

Further requests

4. The following charities have been put forward by Members for consideration:-
- (a) **City of London Police – Charity for Children (CC. Reg. No.294362)**
The City of London Police Charity for Children aims to provide welfare support and relief for vulnerable, sick or disabled children and young people. Given the close link between the City Police and the charity the grant is recommended.
 - (b) **The Hampstead Marie Curie Hospice (CC. Reg. No. 207994)**
Marie Curie Hospices provide a range of activities and services to help people with terminal cancer and other life-limiting illnesses achieve the best possible quality of life. This charity delivers services that meet section 2 (viii) of the Committee's disbursement criteria.
 - (c) **St Joseph's Hospice (CC Reg. No. 1113125)**
St Joseph's Hospice provides care to those with terminal illness and aims to encourage all of its patients to reach their full potential. The charity is committed to the development of palliative care and encouraging a holistic approach. This charity delivers services that meet section 2 (viii) of the Committee's disbursement criteria.
 - (d) **Haven House Children's Hospice (CC Reg. No. 1044296)**
Haven House Children's Hospice works across North and East London and West Essex. It provides care for children with life limited or complex health needs and aspires to provide the highest quality services and competent providers. These services will be tailored and responsive to their needs, whether delivered in hospice, community or at home, enabling them to enjoy the best possible quality of life. This charity delivers services that meet section 2 (v) of the Committee's disbursement criteria.

Members are requested to consider making a grant of £1,000 to each of these charities.

Consultees

5. The Chamberlain and Chief Grants Officer have been consulted in the preparation of this report.

Summary

6. This report has set out a revised Constitution & Purpose and Criteria for Disbursements (attached as Appendices A and B) in line with the 2006 Charities Act, and asked Members to agree grants to six registered charities.

Background Papers: *[Reports of the Town Clerk, November 2008, November 2009, December 2010, December 2011, December 2012]*

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APPENDIX A

POLICE PROPERTY ACT FUND – CONSTITUTION AND PURPOSE

1. The Police Property Regulations 1997 apply to property which is:
 - (a) in the possession of the police by virtue of an order of a court of summary jurisdiction in connection with police investigations of a suspected offence where the owner of the property cannot be ascertained; or
 - (b) in the possession of the police by virtue of a court order in connection with the seizure of property where the court was satisfied that the property had been used for the purposes of committing or facilitating the commission of any offence, or was intended to be used for that purpose.
2. The Regulations provide that where property has been held for a year, in relation to an order under paragraph 1(a) above and for six months, in respect of an order under paragraph 1(b) above (provided, in the latter case there has been no successful application by a claimant of the property or no successful appeal by the offender) then the property may be sold and the proceeds of sale shall be kept in a separate account called the Police Property Act Fund (“the Fund”).
3. The Regulations provide that monies accrued in the Fund may be invested and the income so derived shall become part of the Fund. The monies accrued in the Fund may be used to:
 - defray expenses incurred in the conveyance, storage and safe custody of the property and in connection with its sale;
 - pay reasonable compensation, the amount of which shall be fixed by the Police Authority, to persons by whom property has been delivered to the police;
 - make payments of such amounts as the Police Authority may determine for such charitable purposes as they may select.
4. The Chief Officer of Police may, at the request of the Police Authority, administer the Fund in accordance with the Regulations.

POLICE PROPERTY ACT FUND – CRITERIA FOR DISBURSEMENTS

1. The organisations to which disbursements may be made should be registered charities.
2. Such organisations, which may be local or national, should be involved in work directly relating to at least one of the following:
 - (i) victim support
 - (ii) discharged prisoners
 - (iii) prisoners' families/dependants
 - (iv) crime prevention
 - (v) welfare of disadvantaged/disabled young people
 - (vi) improvement of community relations
 - (vii) welfare of present or former police officers and/or their families/dependants
 - (viii) such other charitable purposes as may from time to time be agreed by the Committee.
3. Preference may be given to organisations which are local in nature with close City connections.
4. Prior to any disbursements being made, account will be taken of any assistance which may have been given by the City of London Corporation from other sources within the previous three years.
5. Disbursements will not normally be made to an organisation in consecutive years, or on consecutive occasions when disbursements are made at intervals longer than one year, unless they have a connection with the Force.
6. Requests for assistance from the Fund will normally be considered in December each year; and disbursements will be made when the balance available in the Fund permits (this may be annually or at longer intervals).
7. The Finance Committee and the City Bridge Trust Grants Officer will be informed of any disbursements made from the Fund.

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Discharged Prisoners

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Opening Balance 01/04	(87,892)	(68,383)	(81,484)	(72,879)	(64,105)	(57,707)	(47,617)	(52,702)	(62,494)
Expenditure	23,082	0	17,500	14,000	9,500	12,000	8,000	9,000	
Income	0	(9,489)	(4,494)	(1,735)	(1,539)	(888)	(12,092)	(17,697)	
Interest	(3,573)	(3,612)	(4,401)	(3,491)	(1,563)	(1,022)	(993)	(1,095)	
Closing Balance 31/03	(68,383)	(81,484)	(72,879)	(64,105)	(57,707)	(47,617)	(52,702)	(62,494)	(62,494)
Deficit/(surplus) for year	19,509	(13,101)	8,605	8,774	6,398	10,090	(5,085)	(9,792)	0

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Committee: Police	Date: 6 th December 2013
Subject: Integrity Statement and Monitoring	Public
Report of: Commissioner of Police POL 60/13	For Information
<p><u>Summary</u></p> <p>Standards of Integrity in the police service in the United Kingdom have come under increasing public and official scrutiny in recent times. A series of incidents which have received significant media coverage have caused concern about the standard of ethics and integrity within the police service.</p> <p>In response, the police service is putting in place a range of short and longer term reforms to address these concerns. The development of an integrity statement forming part of the City Futures transformational change programme, along with an integrity action plan and monitoring dashboard will allow the Force to demonstrate its commitment to work closely with its workforce to identify any potential integrity concerns and to proactively manage these in the workplace.</p> <p>The continued governance by the Police Committee through the Professional Standards and Integrity Sub Committee will provide the required oversight and scrutiny that will only serve to strengthen the mechanisms to ensure the City of London Police is a Force that acts with integrity.</p> <p>Members may wish to note that draft versions of the integrity statement and supporting documents were presented to the Professional Standards and Integrity Sub Committee on the 13th November 2013 where Members gave input and feedback.</p> <p>Recommendations</p> <p>It is recommended that Members note the contents of this report</p>	

Main Report

Background

1. Standards of Integrity in the police service in the United Kingdom have come under increasing public and official scrutiny in recent times following a series of incidents which have attracted significant media coverage. In response, the police service is putting in place a range of short and longer term reforms to address these concerns.
2. Her Majesty's Inspectorate of Constabulary (HMIC) produced a report 'Without Fear or Favour – A review of police relationships' in 2011 and a re-inspection of Force action plans in 2012 which found that corruption was not endemic in the police service. Areas of risk were identified including the misuse of credit cards; a lack of clarity around the acceptance of gifts and hospitality; and also conflicts of interest, tax and other legal implications for police officers and staff holding second jobs or other business interests.
3. HMIC included the City of London Police in the 2012 re-inspection programme and, as well as representatives from the Force, HMIC Inspectors interviewed the Chairman of the Police Committee, the Chairman of Professional Standards and Integrity Sub Committee, and officers from the Town Clerk's Department. There were a few issues identified for the Force to address arising from the inspections, including the recording of declined hospitality, the sheer number of corporate credit cards held by officers and staff, the need to introduce a random drug testing policy and procedure and the need to enhance the force counter corruption capability, all of which have been addressed.
4. On 12th February 2012, the Home Secretary, made a statement on her plans to strengthen police integrity, outlining a package of measures. These included the need for the police to become much more transparent in their business, with clearer rules for how officers should conduct themselves. In addition, The Independent Police Complaints Commission (IPCC) is to be given the capacity to investigate all serious complaints against the police to assist in the drive against corruption.
5. In September 2013, the ACPO Police Integrity Model was published. The model is an overarching governance model which provides a methodical approach to integrity. It is based upon the principle of 'transparency' in order to gain public trust and confidence and provides a strategic tool for identifying and addressing potential vulnerabilities (Appendix A). HMIC has indicated that they will consider the Police Integrity Model as a template, against which they will examine the governance of corruption and integrity issues.

Current Position

6. The process of developing integrity in the City of London police involves developing and maintaining a professional and respectful workplace. It can only happen if we have ethical leadership, active management supervision and have effective reporting and monitoring processes. In essence, building workplace integrity is about creating a workplace that fosters the development of high professional standards, and demonstrates the values of the organisation. Integrity is one of the key values of the City Futures transformation programme which will be a driver for how the City of London Police staff perform in delivering a service to the City of London. In doing so, it will reinforce and promote an ethical and professional workplace which is an essential safeguard against risks to integrity, including improper conduct, misconduct and corruption.
7. Following discussion and subsequent direction at Police Committee, the Force began work on a strategic plan to improve the management of integrity issues. As a result, the Town Clerk, in consultation with the Chairman of the Police Committee and Members of the Professional Standards and Integrity Sub Committee, agreed on a number of measures to strengthen the Police Committee's monitoring of the Force's data in this area. As a consequence, reports are now submitted quarterly incorporating many of the integrity measures many of which were raised by HMIC in their inspection. To reflect this increased emphasis on integrity, the Complaints and Professional Standards Sub Committee was re-named in April 2013 as the Professional Standards and Integrity Sub Committee.
8. At the same time as the work was being developed between the Force and Police Committee, the College of Policing and the Association of Chief Police Officers (ACPO) began work on a Police Integrity Model and a Police Code of Ethics. The Force has actively engaged with the College to support this work, but in doing so this has slowed progression of our own internal work. This has however, ensured consistency with the development of both the national pieces of work. At this stage, the Police Integrity Model has been published with the Code of Ethics still undergoing consultation.

Integrity Statement

9. The cornerstone in developing standards of integrity within the City of London Police is the publishing of an integrity statement. This statement of integrity provides an overarching declaration that informs policies and procedures regarding conduct, enforcement, and accountability. This statement forms part of City Futures Values (Appendix B) and incorporates the integrity statement from the Police Integrity Model.

10. Although the statement plays an important role in shaping integrity in the workplace and setting the right tone for staff, in order to fully embed it within the Force, it requires monitoring measures that will reassure both ourselves and our stakeholders that we are an organisation that acts with integrity.

Monitoring

11. The Police Integrity Model gives guidance on distinct areas that a force should consider in relation to Integrity. These areas are:
 - **Commit** to an Integrity Programme “from the top”
 - **Assess** the current status and risk environment
 - **Plan** the integrity programme
 - **Act** on the plan
 - **Monitor** controls and process
 - **Report** internally and externally on the programme
12. Within each of the above there is guidance that provides a framework and bespoke actions. The completion of these actions will ensure that the Force has process and governance to demonstrate it is an organisation with integrity at its heart. The chair of the Professional Standards and Integrity Sub Committee has been instrumental in developing this plan and has provided valuable feedback in her regular meetings with the Head of Professional Standards and an earlier draft was presented at the Professional Standards and Integrity Sub Committee for comment and feedback on the 13th November 2013. A strategic overview is attached at Appendix C.
13. Within the plan is a suite of measures displayed as a dashboard that can give a “health check” on the organisation. This will allow the Force to take action should a pattern of behaviour be detected that requires further analysis or investigation. The areas to be measured include those that are viewed as high risk, some of which were highlighted in the HMIC “Without Fear or Favour” Inspection. These include: use of force mobile telephones, use of corporate credit card and transactions, expenses claims, business interests, media contacts, information security, gifts and hospitality, vetting refusals and crime data integrity. In addition, areas such as grievances, employment tribunals and victims of crime satisfaction data will also be used as appropriate to inform the dashboard. An initial draft of the dashboard was submitted to the Professional Standards and Integrity Sub Committee on 13th November and in light of the feedback received from Members, the dashboard is being further refined and

will be presented to the next Professional Standards and Integrity Sub Committee in January 2014.

Governance

14. The delivery plan is the initial step in the further development of integrity within the Force. In order that the plan is embedded, it is essential that there is a stringent governance process. In consultation with the Town Clerk's Department, the Force has adapted the guidance on the National Police Integrity Model to reflect the governance within the City of London. The Professional Standards and Integrity Sub Committee will continue to perform the independent scrutiny role and will receive quarterly reports from the Force Organisational Learning Forum (OLF) which is chaired by the Assistant Commissioner and will be accountable for the overall delivery of the plan. The OLF will receive regular reports from the new Integrity Monitoring Board chaired by the Superintendent Professional Standards, whose role it is to carry out the regular monitoring of the areas of high risk shown on the dashboard, and in line with the Professional Standards Strategic Assessment.
15. It is proposed that a member of Professional Standards and Integrity Sub Committee will sit on this new Integrity Monitoring Board. (There is already a Professional Standards Working Group which reports in to OLF, which looks at professional standards for operational policing delivery. Deputy Nash attends this group as Lead Member in this area). In addition, Strategic Management Board chaired by the Commissioner will receive bi-annual reports from the new Integrity Monitoring Board. The role of the Independent Advisory Group (IAG) in supporting independent scrutiny is currently being discussed with its' members. The governance structure flow chart is attached at Appendix D.

Conclusion

16. This report shows that the City of London Police, in cognisance of both the local and national picture has taken steps to ensure that we have appropriate measures in place to deal with Police integrity issues .The development of an integrity statement forming part of City Futures along with an integrity action plan and monitoring dashboard will allow the Force to demonstrate its commitment to identify any potential integrity concerns and to proactively manage these in the workplace. The scrutiny and governance by the Police Committee, through the structure outlined in the report, will provide an element of independent oversight that will only strengthen the mechanisms to ensure the City of London Police is a Force that acts with integrity.

Background Papers:

Appendices

Appendix A The Police Integrity Model

Appendix B City of London Police Integrity Statement

Appendix C The Police Integrity Model Action Plan

Appendix D Governance Structure

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**ASSOCIATION OF
CHIEF POLICE OFFICERS**

The ACPO Police Integrity Model

The Association of Chief Police Officers recognises that an explicit commitment to integrity is absolutely integral to the legitimacy of policing. As such the following statement, placed alongside the National Decision Making Model (NDM) that has the Statement of Mission and Values (SOMV) at its heart, is central to every decision taken by officers and staff in service of our communities.

The Commitment to Professional Standards and Integrity

Our behaviour, actions and decisions will be always in support of the public interest. We value public trust and confidence in policing as an institution, and to earn this we will be open to scrutiny and be transparent.

The Police Integrity Model will allow us, as a Service, to demonstrate a unified integrity commitment to the public that will earn their trust and confidence.

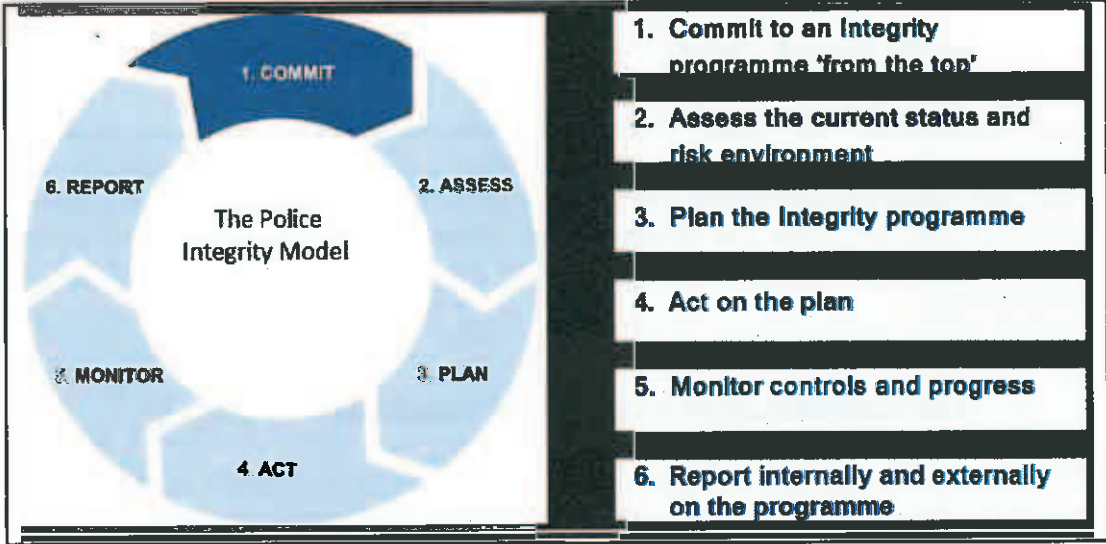
The commitment of ACPO is required and is accompanied by a pledge to champion an integrity model that is uncomplicated and authentic.

This document outlines such a model that has been developed by ACPO following work with Transparency International. It provides a methodical approach to integrity based on the principle of transparency.

The model can be seen its generic form in the diagram below, and is based on international good practice on integrity.

The following pages breakdown each segment of the model and provide a checklist for Chief Officers to consider when applying the model to their own organisation.

The Police Integrity Model



COMMIT

The culture of integrity and compliance in an organisation starts at the top. Commitment means that the organisation shows by its public communications and actions that it will not tolerate corrupt behaviour by its employees or partners. A public statement enhances an organisation's reputation, reinforces the internal policies and systems among employees and partners and can help to deter corruption.

Commitment to integrity is inherent to policing and maintaining public trust. Integrity stands alongside Forces' commitment to public service and its SOMV. As stated in the Nine Principles of Policing, General Instructions, Metropolitan Police, 1829, 'Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police'.

Without consistency in commitment to values there can be no point of reference for an integrity programme. This commitment to integrity should be stated publicly.

- ✓ Commit to the ACPO Police Integrity Model
- ✓ Commit to the Police 'Statement of Mission and Values' (SOMV)
- ✓ Chief Constable to publish a public statement of commitment to transparency
- ✓ Commit to public scrutiny both internally and externally responding to feedback through organisational learning
- ✓ Commit to an integrity action plan which is regularly reviewed in line with the model and can adapt, improve and build upon learning
- ✓ Create an environment where there is confidence to challenge or report corruption
- ✓ Ensure all business is conducted under this framework
- ✓ All senior officers and staff will act as role models for integrity demonstrating the behaviour expected of all ranks and roles within the organisation
- ✓ Recruit and promote only those who commit to and maintain those standards throughout their service

- ✓ **Commit to a zero tolerance approach to corruption and a graduated and proportionate approach to investigation and sanctions**
- ✓ **Commit to the IPCC definition of corruption and the Force anti-corruption strategy**
- ✓ **Commit to internal and external communication of corruption outcomes**
- ✓ **Commit partners and contractors to follow the same ethical standards of integrity**
- ✓ **Establish an independent Ethics Committee, or Reference Group, to allow public scrutiny and demonstrate transparency**

ASSESS

Risk assessment is critical to the design of an effective integrity programme. Without a systematic and continuous assessment process, there cannot be a comprehensive and up-to-date view of where corruption risks lie. This will restrict the ability to design and implement adequate policies and procedures to counter risks. Risks should also be regularly reviewed to meet changing conditions.

Considerable work is being carried out by SOCA, ACPO, HMIC and Forces to analyse and understand the underlying structures of corruption and identify the key risks. This work also includes creating a standardised intelligence collection plan to record and report the forms of corruption. SOCA carries out a triennial assessment of risks, supplemented by annual assessments which are seen as internal processes to inform local control strategies as well as inform the national strategic assessment. These annual assessments are further complemented by problem profiles to examine emerging trends.

Forces should rely not only on the SOCA tri-annual assessment and their own annual assessments but on a continuing, dynamic process which addresses local risks and is fed into the national risk assessment.

- ✓ Adopt The National Decision Making Model (NDM) locally, integrating the Integrity Model into current practice
- ✓ Adopt the National triennial SOCA threat assessment model to inform local threat assessment
- ✓ Chief Officers to identify top priorities and recognise their own force's individual threats, trends and issues alongside regional and national issues
- ✓ Annually review the integrity programme and report the key issues
- ✓ Consider other relevant sources such as Office of the PCC/ IPCC / HMIC/ local assessment of complaints and customer service data, and public consultation
- ✓ Build integrity questions into any public consultation exercises and local surveys
- ✓ Utilise all systems and sources to identify risks, for example:
 - *Regional ACPO Counter Corruption Advisory Group (ACCAG)*

- *Staff associations*
 - *Confidential reporting opportunities*
 - *Grievance procedures*
 - *Complaint trends*
 - *Employment tribunals*
 - *Civil actions*
 - *Feedback from line managers*
 - *Judicial reviews*
-
- ✓ **Identify gaps in intelligence and produce comprehensive reports**
 - ✓ **Hold regular meetings regarding reputation risk and integrity issues and report on findings**
 - ✓ **Involve the Local Ethics Committee in the risk management of tactical and strategic integrity issues.**
 - ✓ **Consider any issues with cross border sharing of intelligence on staff**

PLAN

Tackling corruption in policing is a process, requiring the diagnosis of specific problems and then the engagement of all staff, partners, and key stakeholders in implementing a remedial plan.

A good anti-corruption plan gives clearly-defined steps to build integrity and transparency into all aspects of policing, thus preventing corruption.

The first step in developing a plan is to take stock of the organisation's strengths and vulnerabilities. This defines the areas that need addressing and guides the approach that will be taken. An anti-corruption plan needs specific time-frames and milestones. Progress on these steps should be reported regularly to a risk management group and an Ethics Committee. There should be a mechanism for monitoring progress and results.

- ✓ Identify appropriate specialist resources and structures
- ✓ Plan the anti-corruption strategy
- ✓ Adopt the enhanced National Decision Making Model
- ✓ Set the strategic objectives and priorities based on the assessment
- ✓ Create and develop an action plan following the PIER principles
- ✓ Set a clear communication plan internally and externally
- ✓ Establish proportionate capability and capacity to deliver the plan with an agreed protocol around asset sharing between forces
- ✓ Adopt ACCAG/Professional Standards Authorised Professional Practice (APP)
- ✓ Counter corruption officers should ideally attend College of Policing PSD Bronze/Silver/Gold accreditation courses with prior credible investigative training
- ✓ PSD staff to be given access to organisational and operational learning enabling the sharing of best practice throughout all forces
- ✓ Plan and test effective response plans in relation to corruption issues
- ✓ Set policies and procedures in line with national guidance

ACT

Acting on the plan is key to the process. Forces must ensure that any action plan is delivered from the top down taking into account national guidance and relevant policies and procedures. It should be adopted and embraced by all supervisors within the organization, in order for it to be effectively and credibly implemented, and for successful outcomes to be achieved.

Any action plan should be regularly reviewed dependent on current trends and risks.

Clearly identified roles and responsibilities will enable greater accountability in the delivery of the plan. Training for leaders within the organisation is essential to ensure better understanding of the issues, focused direction and effective delivery.

- ✓ **Ensure visible Leadership from the highest level**
- ✓ **Prioritise the plan and build in scope for dynamic issues**
- ✓ **Ensure clear accountability for the delivery of the action plan**
- ✓ **Provide training for all staff on standards, values and leadership ethics**
- ✓ **Ensure effective supervision to promote ethical standards with emphasis on training for supervisors to ensure standards are maintained through enforcement and challenging of staff where required. This is key to achieving cultural change**
- ✓ **Ensure policies and procedures are in line with National Guidance, on issues such as:**
 - **Gifts and hospitality**
 - **Procurement**
 - **Expenses and allowances**
 - **Reward and recognition**
 - **Nepotism and cronyism**
 - **Business interests**
 - **Conflict of interest**

MONITOR

Monitoring and review by Chief Officers coupled with independent scrutiny and advice will establish the degree to which the organisation is meeting its integrity objectives.

The HMIC report 'Without Fear or Favour' includes a useful self-check list of integrity questions which could form the basis for an ACPO monitoring and review tool.

An important aspect of monitoring is gaining and disseminating knowledge learned from incidents. Learning from incidents and regular review of monitoring reports by the governance function is an essential component of an integrity programme. Chief Officers should extend the role of monitoring in the NDM and build reviews of monitoring reports into the new structure of governance with PCCs and Audit Committees.

- ✓ Chief Constable reports to independent Ethics Committee
- ✓ Reputation and Risk Management groups chaired by a Chief Officer
- ✓ Progress monitored at mainstream force level performance meetings
- ✓ Auditing systems in place across support services and professional standards departments
- ✓ Tasking systems used to achieve specific actions, such as through routine Force Tasking and Coordination

Key Indicators to be monitored:

- ✓ Progress against risks identified in the plan
- ✓ Gifts and hospitalities
- ✓ Business Interests/Contractors
- ✓ Investigations into complaints and misconduct
- ✓ Sanctions / Results
- ✓ Number of Corruption enquiries with agreed IPCC/ACCAG description
- ✓ Number of IPCC Independent/Supervised/Managed enquiries

REPORT

Reporting to the public is vital, not only because it informs the public what anti-corruption measures a Force is taking, but also because it is evidence of a force's full commitment to integrity.

Regular reporting on anti-corruption programmes also instills an awareness of the issue among employees and communicates externally the importance which the organisation attaches to integrity. As well as raising their capacity to prevent corruption, the process can contribute to staff understanding and their belief in the organisation and its integrity.

Reporting should also include examples of good practice, or difficult judgments that have received the advice of the Ethics Committee. Transparent reporting allows the sharing of innovative anti-corruption techniques among Forces, nationally and internationally.

Transparency about integrity management and the handling of incidents increases public trust and can deter the corruptors. By public reporting of anti-corruption measures and corruption incidents on its website and through other communication channels, a force sends out a correct message that it is acting on the interest of the public and has nothing to hide. It makes clear that the misconduct of a minority does not indict the organisation as a whole. It is essential to earn the trust and confidence of local communities, in local practice such as preventing crime and gathering evidence. It is equally important to earn public trust in the institution of policing and co-operation with the rule of law.

The PCCs will have a reporting role too as a PCC is required to prepare and issue an annual report to the Police and Crime Panel on the PCC's delivery against the objectives set within the Police and Crime Plan. The PCC must also publish information that they considers necessary to enable the people who live in the force area to assess the performance of the PCC and Chief Constable.

- ✓ Publish reports on relevant websites - Force, PCC, Ethics Committee
- ✓ Reporting by the Ethics Committee of recommendations and advice given to the PCC and Chief Constable
- ✓ Reporting on the sanctions / findings / descriptors / lessons learnt
- ✓ Reporting at PCC meetings
- ✓ Provide clear communication to public and staff of how to report or make complaints

- ✓ **Public reporting of complaints, misconduct and integrity issues**
- ✓ **Internal policies and procedures available for public examination**
- ✓ **Relevant websites such as the PCC and force websites to allow easy access to information**
- ✓ **A clear timetable of reporting available to the public to describe which issues are reported quarterly with an additional annual force report**

City of London Police Commitment to Professional Standards and Integrity

The City of London Police supports the National Police Commitment to Professional Standards and Integrity, which is:

Our behaviour, actions and decisions will be always in support of the public interest. We value public trust and confidence in policing as an institution, and to earn this we will be open to scrutiny and be transparent.

Integrity to the City of London Police is acting in accordance with the values of the organisation defined by City Futures, which are:

We will use discretion, professional judgement and common sense to guide us and be accountable for our decisions and actions. There is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below the standards expected by the Force.

To assist our staff to support these principles the College of Policing Code of Ethics will describe the standards of professional behaviour expected.

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CITY OF LONDON POLICE

**ACPO POLICE INTEGRITY MODEL
DELIVERY PLAN
PERFORMANCE REPORT
2013/14**



Appendix C

PLAN SUMMARY

COMMIT

Commit Measures	Traffic Light Colour	Trend
1.1.1a. Force to have issued a statement of intent to commit to using the ACPO Police Integrity Model		
1.2.1a. To have published a statement committing the Force to the SOMV, showing how this links to the values in the City Futures programme		
1.3.1a. To publish a public statement on integrity as part of City Futures, published on our public website		
1.4.1a. To ensure a governance structure that enables internal and external scrutiny of the activities of the Force by building upon the existing Force Organisational Learning Forum (OLF)		
1.5.1a. To maintain the Force ACPO Police Integrity Model Delivery Plan, managed through the Force OLF		
1.6.1a. Deliver briefings to all staff on the process for reporting corruption, and review the reasons for current under usage of reporting line		
1.7.1a. To establish a governance framework that utilises existing organisational learning, strategic governance and oversight arrangements		
1.8.1a. Develop the leadership strand of the City Futures model to provide clear expectations of behaviours and values, and training to support leaders		
1.9.1a. To deliver the strand of City Futures that embeds values & behaviours in all selection processes		
1.10.1a. To have better defined the Force approach to corruption with appropriate SOP's and supporting statements		
1.11.1a. To have published the Force commitment to the IPCC definition of corruption and the Force anti-corruption strategy		
1.12.1a. To have published a process for internally and externally communicating corruption and misconduct outcomes		
1.13.1a. Working with Corporation Procurement develop contract arrangements that incorporate integrity standards as part of the bidding and management process of the contract		
1.14.1a. To use existing governance structures of Police Committee and IAG to demonstrate transparency & independent scrutiny		

ASSESS

Assess Measures	Traffic Light Colour	Trend
2.1.1a. Increase awareness and deliver training on the NDM		
2.2.1a. To evidence the adoption of the SOCA threat assessment model within Force processes		
2.3.1a. To have identified the top threat priorities for the Force with associated management activities		
2.4.1a. To conduct regular reviews of the Force integrity programme and implement identified improvements through the Organisational Learning Forum		
2.5.1a. Incorporate integrity related Environmental Scanning into the Force OLF		
2.6.1a. To ensure all relevant public consultations and local surveys contain integrity questions		
2.7.1a. To use and develop the Force Integrity Dashboard to establish and monitor the risk to the Force around Integrity		
2.8.1a. To develop an annual Professional Standards Strategic Assessment on Integrity		
2.9.1a. To establish robust governance of integrity issues from Police Committee through Professional Standards Sub-Committee, SMB, OLF and integrity Standards Board		
2.10.1a. To provide evidence of the Police Committee meetings covering integrity and how they have influenced Force strategy and tactics		
2.11.1a. To have established a formalised process for sharing intelligence on staff with other Forces		

PLAN

Plan Measures	Traffic Light Colour	Trend
3.1.1a. To create an enhanced and fit for purpose counter corruption unit within PSD		
3.2.1a. To have a published and up to date counter corruption strategy drawn from the Professional Standards Strategic Assessment		
3.3.1a. To provide evidence within Force documents of the adoption of the national decision Making Model		
3.4.1a. To provide evidence that the setting of Strategic Objectives has been based on the analysis for the Force threat assessment		
3.5.1a. To have produced an integrity plan following the PIER principles		
3.6.1a. To ensure a communication plan is part of the Force integrity Plan		
3.7.1a. To have established a resource profile for Force integrity monitoring and maintenance of professional standards		
3.8.1a. To have reviewed and adopted all Professional Standards APP documentation that is relevant to the Force		
3.9.1a. Force counter corruption officers to have undertaken relevant College of Policing accreditation courses		
3.10.1a. To evidence the review of OLF reports by PSD staff where relevant learning has taken place		
3.11.1a. To have developed a suite of Force plans to respond to corruption issues and provide evidence of a testing and development regime		
3.12.1a. See Measure 3.8.1a.		

Appendix C

ACT

Act Measures	Traffic Light Colour	Trend
4.1.1a. To have appointed an ACPO Lead on Integrity and ensure their active involvement in the oversight of the integrity plan		
4.2.1a. Within the Integrity Action Plan to have established Force priorities around integrity with linked actions for their achievement		
4.3.1a. To ensure all measures and actions within the Integrity Action Plan have assigned owners, and accountability through regular reporting to the Professional Standards & Integrity Sub-Committee		
4.4.1a. To deliver training on standards, values and leadership ethics through the City Futures Programme		
4.5.1a. To ensure ethical standards are promoted through development of City Futures		
4.6.1a. To adopt APP and national guidance for Force policies and procedures		

MONITOR

Monitor Measures	Traffic Light Colour	Trend
5.1.1a. To provide regular assessment of integrity to the Professional Standards & Integrity Police Sub-Committee		
5.2.1a. Integrity and risk groups chaired by a member of ACPO		
5.3.1a. To report Integrity Action Plan Performance within the Force Performance Framework		
5.4.1a. To have established the Force auditing integrity programme and reporting regime		
5.5.1a. To provide evidence of tasking systems used for specific integrity actions		
KEY INDICATORS		
<i>Progress against risks identified in the plan</i>		
<i>Gifts & Hospitalities</i>		
<i>Business Interests/ Contractors</i>		
<i>Investigations into complaints and misconduct</i>		
<i>Sanctions/Results</i>		
<i>Number of Corruption enquiries with agreed IPCC/ACCAG description</i>		
<i>Number of IPCC independent/Supervised/ Managed enquiries</i>		

Appendix C

REPORT

Report Measures	Traffic Light Colour	Trend
6.1.1a. To have established and implemented an integrity publication scheme on Force website		
6.2.1a. Police Committee Professional Standards & Integrity Sub-Committee to the Force documents published in line with Committee publication rules and policies		
6.3.1a. To openly report sanctions, findings, descriptors and lessons learnt on all integrity cases		
6.4.1a. To maintain the Professional Standards Police Sub-committee reporting timetable		
6.5.1a. To have published clear guidance for staff and the public on how to make complaints		
6.6.1a. To ensure all reports in 6.3.1a are made available on the Force public Website		
6.7.1a. To have published Professional Standards policies and procedures on the Force public website		
6.8.1a. The Force public website will contain clear and easily accessible information on integrity		
6.9.1a. The Force public website will contain a timetable of reporting timescales linked to reports		

PERFORMANCE REPORT

Traffic Light Colour	Definition of target achievement
GREEN	Target is being achieved to date and level set.
AMBER	Current projections indicate this target will not be met unless this additional action taken
RED	No progress on target, deadline/level has not been met and it is unlikely the target will be met following additional action taken.
WHITE	This is for quarterly quantitative targets only to reflect that no score will be possible until the first quarter report.

Target Report Checklist
<ul style="list-style-type: none"> • Current level of achievement • Dates for work completed • Dates future work will be completed by (milestones) • Reasons for current achievement level • Any risks that have been realised • Work undertaken to manage realised risk • Work to be undertaken to manage risk against target • Impact of other targets on this work area • A statement from owner about whether they think the target will or will not be achieved by the target date based on the information provided above.

CHECKLIST CRITERIA: 1.1. Commit to the ACPO Police Integrity Model	
TARGET/MEASURE	1.1.1a. Force to have issued a statement of intent to commit to using the ACPO Police Integrity Model
OWNER	
AIM/RATIONALE	The Commissioner will make a statement committing the Force to adopting this model and set out the framework for the management of integrity within the organisation, and showing how this links to the values within City Futures.
MEASUREMENT	Record date and document statement is issued within and to be reviewed annually
TRAFFIC LIGHT CRITERIA	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
TRAFFIC LIGHT	
CURRENT POSITION	

COMMIT

CHECKLIST CRITERIA: 1.2. Commit to the Police 'Statement of Mission and Values' (SOMV)	
TARGET/MEASURE	1.2.1a. To have published a statement committing the Force to the SOMV, showing how this links to the values in the City Futures programme
OWNER	
AIM/RATIONALE	To show commitment to the national SOMV within our cultural change programme.
MEASUREMENT	Record date and document statement is issued within and to be reviewed annually
TRAFFIC LIGHT CRITERIA	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 1.3. Chief Constable to publish a public statement of commitment to transparency	
TARGET/MEASURE	1.3.1a. To publish a public statement on integrity as part of City Futures, published on our public website
OWNER	
AIM/RATIONALE	To show the Force is transparent in the way it deals with integrity issues with officers.
MEASUREMENT	Record date and document statement is issued within and to be reviewed annually
TRAFFIC LIGHT CRITERIA	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 1.4. Commit to public scrutiny both internally and externally responding to feedback through organisational learning	
TARGET/MEASURE	1.4.1a. To ensure a governance structure that enables internal and external scrutiny of the activities of the Force by building upon the existing Force Organisational Learning Forum (OLF)
OWNER	
AIM/RATIONALE	To ensure the Force commits to open scrutiny of its processes and can learn from experience using existing Force forums.
MEASUREMENT	Record date and document statement is issued within and to be reviewed annually
TRAFFIC LIGHT CRITERIA	Green: Statement Issued. Amber: Statement being drafted. Red: Statement not issued or out of date by more than three months
TRAFFIC LIGHT	
CURRENT POSITION	

Appendix C

CHECKLIST CRITERIA: 1.5. Commit to an integrity action plan which is regularly reviewed in line with the model and can adapt, improve and build upon learning	
TARGET/MEASURE	1.5.1a. To maintain the Force ACPO Police Integrity Model Delivery Plan, managed through the Force OLF
OWNER	
AIM/RATIONALE	To ensure the Force maintains oversight of integrity issues through linking its own action plan to the ACPO Police integrity model. This process will align Force actions with the model checklist
MEASUREMENT	Progress against the plan is reported quarterly to the Assistant Commissioner
TRAFFIC LIGHT CRITERIA	Green: Plan is maintained. Amber: Plan maintained but some evidence not provided. Red: Two or more reviews of plan are missed within Force
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 1.6. Create and environment where there is confidence to challenge or report corruption	
TARGET/MEASURE	1.6.1a. Deliver briefings to all staff on the process for reporting corruption, and review the reasons for current under usage of reporting line
OWNER	
AIM/RATIONALE	To ensure that there is a culture of confidence within the Force in reporting suspected corruption and challenge behaviour.
MEASUREMENT	Force will have delivered a programme of briefings for staff.
TRAFFIC LIGHT CRITERIA	Green: Programme fully delivered or on track. Amber: Programme developed and under way but behind schedule. Red: Programme not yet developed
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 1.7. Ensure all business is conducted under this framework	
TARGET/MEASURE	1.7.1a. To establish a governance framework that utilises existing organisational learning, strategic governance and oversight arrangements
OWNER	
AIM/RATIONALE	To ensure the Force adopts world class integrity standards for all staff and has the facility to oversee the adoption of these standards
MEASUREMENT	The Force has an integrity group established with defined terms of reference
TRAFFIC LIGHT CRITERIA	Green: Group established with agreed terms of reference and meeting programme underway. Amber; Group established but not yet met. Red: No group yet established.
TRAFFIC LIGHT	
CURRENT POSITION	

Appendix C

CHECKLIST CRITERIA: 1.8. All senior officers and staff will act as role models for integrity demonstrating the behaviour expected of all ranks and roles within the organisation	
TARGET/MEASURE	1.8.1a. Develop the leadership strand of the City Futures model to provide clear expectations of behaviours and values, and training to support leaders
OWNER	
AIM/RATIONALE	To ensure high standards of behaviour and integrity are embedded in all levels of the Force acting through example to encourage others to embrace and adopt our world class standards
MEASUREMENT	Roll out leadership training
TRAFFIC LIGHT CRITERIA	Green: Training rolled out across the Force. Amber: Training under development. Red: Training not yet developed.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 1.9. Recruit and promote only those who commit to and maintain those standards throughout their service	
TARGET/MEASURE	1.9.1a. To deliver the strand of City Futures that embeds values & behaviours in all selection processes
OWNER	
AIM/RATIONALE	To ensure the Force recruits and promotes officers who share our commitment to maintaining high standards of integrity
MEASUREMENT	Our recruitment and promotion processes will contain references to how integrity standards will be used as part of the assessment criteria for recruitment of new officers within the Force and for promotion of existing officers
TRAFFIC LIGHT CRITERIA	Green: Agreed processes in place. Amber: Processes in development. Red: No process in place
TRAFFIC LIGHT	
CURRENT POSITION	

Appendix C

CHECKLIST CRITERIA: 1.10. Commit to a zero tolerance approach to corruption and a graduated and proportionate approach to investigation and sanctions	
TARGET/MEASURE	1.10.1a. To have better defined the Force approach to corruption with appropriate SOP's and supporting statements
OWNER	
AIM/RATIONALE	To ensure the Force approach to corruption is clearly documented and communicated to all staff and the public
MEASUREMENT	Relevant SOPs (investigation and sanctions) detail Force approach to corruption
TRAFFIC LIGHT CRITERIA	Green: Approach defined and published and supported within SOPs. Amber: Approach defined and SOPs in development. Red: Approach not clearly defined.
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 1.11. Commit to the IPCC definition of corruption and the Force anti-corruption strategy	
TARGET/MEASURE	1.11.1a. To have published the Force commitment to the IPCC definition of corruption and the Force anti-corruption strategy
OWNER	
AIM/RATIONALE	To demonstrate the Force’s commitment to fighting corruption and show how we plan to managed anti-corruption activities as part of our wider integrity programme
MEASUREMENT	The Force will have published a statement committing to the IPCC definition of corruption and an anti-corruption strategy.
TRAFFIC LIGHT CRITERIA	Green: statement and strategy published. Amber: Statement published with strategy under development. Red: No documentation produced.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 1.12. Commit to internal and external communication of corruption outcomes	
TARGET/MEASURE	1.12.1a. To have published a process for internally and externally communicating corruption and misconduct outcomes
OWNER	
AIM/RATIONALE	To ensure the Force is transparent about how it deals with corruption so that the public and staff know the results of corruption hearings and can be provided with confidence that the Force is robustly dealing with any corruption to maintain the trust of the public.
MEASUREMENT	The Force will have published a commitment to be transparent in internal and external communications about corruption outcomes and this process will be operating.
TRAFFIC LIGHT CRITERIA	Green: The Force has published intent to be open internally and externally and the process for publishing outcomes is established. Amber: The Force has published commitment to communication but not established the process to achieve this. Red: There is no process in place and the Force has not published its intent.
TRAFFIC LIGHT	
CURRENT POSITION	

Appendix C

CHECKLIST CRITERIA: 1.13. Commit partners and contractors to follow the same ethical standards of integrity	
TARGET/MEASURE	1.13.1a. Working with Corporation Procurement develop contract arrangements that incorporate integrity standards as part of the bidding and management process of the contract
OWNER	
AIM/RATIONALE	To encourage our partners and contractors to mirror our standards so that integrity in all areas can be seen as world class
MEASUREMENT	To have integrity standards as part of Force contracts with the ability to measure compliance against this section of the document
TRAFFIC LIGHT CRITERIA	Green: integrity standards part of all new Force contracts and measured as part of the contract fulfilment. Amber: integrity standards within contract developed but not implemented. Red: No integrity standards within Force contract arrangements.
TRAFFIC LIGHT	
CURRENT POSITION	

Appendix C

CHECKLIST CRITERIA: 1.14. Establish an independent Ethics Committee, or Reference group, to allow public scrutiny and demonstrate transparency	
TARGET/MEASURE	1.14.1a. To use existing governance structures of Police Committee and IAG to demonstrate transparency & independent scrutiny
OWNER	
AIM/RATIONALE	To maintain independent oversight into our levels of integrity to provide the public with reassurance in the way we operate as a police force
MEASUREMENT	Transparency and independent scrutiny of Force demonstrated through governance structure oversight
TRAFFIC LIGHT CRITERIA	Green: Governance in place. Amber: Governance not yet fully in place. Red: No independent oversight in place.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 2.1. Adopt the National Decision Making Model (NDM) locally, integrating the Integrity Model into current practice	
TARGET/MEASURE	2.1.1a. Increase awareness and deliver training on the NDM
OWNER	
AIM/RATIONALE	To ensure the Force has adopted the national guidelines and framework
MEASUREMENT	An awareness and training programme on the NDM is in place within the Force
TRAFFIC LIGHT CRITERIA	Green: Training and awareness programme developed and being delivered. Amber: Programme developed but not in the process of delivery. Red: No programme in place.
TRAFFIC LIGHT	
CURRENT POSITION	

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Appendix C

CHECKLIST CRITERIA: 2.2. Adopt the National triennial SOCA threat assessment model to inform local threat assessment	
TARGET/MEASURE	2.2.1a. To evidence the adoption of the SOCA threat assessment model within Force processes
OWNER	
AIM/RATIONALE	To ensure the Force has adopted the national model in line with other forces
MEASUREMENT	Force has adopted SOCA model
TRAFFIC LIGHT CRITERIA	Green: evidence of Force adoption of SOCA model. Amber: Process in place for adopting SOCA model. Red: Force has not adopted SOCA model
TRAFFIC LIGHT	
CURRENT POSITION	

Appendix C

CHECKLIST CRITERIA: 2.3. Chief Officers to identify top priorities and recognise their own 's individual threats, trends and issues alongside regional and national issues	
TARGET/MEASURE	2.3.1a. To have identified the top threat priorities for the Force with associated management activities
OWNER	
AIM/RATIONALE	To ensure the Force has an established process for the management of threats, both regional and national.
MEASUREMENT	Threat priorities identified and documented within Force processes
TRAFFIC LIGHT CRITERIA	Green: Threat priorities documented. Amber: Process for identification of priorities established but priorities not defined. Red: no priorities identified.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 2.4. Annually review the integrity programme and report key issues	
TARGET/MEASURE	2.4.1a. To conduct regular reviews of the Force integrity programme and implement identified improvements through the Organisational Learning Forum
OWNER	
AIM/RATIONALE	To ensure the Force integrity programme and plan remain fit for purpose and support our integrity standards.
MEASUREMENT	Review will be conducted on an annual basis and the Force ACPO Police Integrity Action Plan amended to deliver improvements where identified.
TRAFFIC LIGHT CRITERIA	Green: Annual review programme established and operating. Amber: Annual review programme defined but not yet implemented. Red: No review programme in place.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 2.5. Consider other relevant sources such as Office of the PCC/IPCC/HMIC/local assessment of complaints and customer service data, and public consultation	
TARGET/MEASURE	2.5.1a. Incorporate integrity related Environmental Scanning into the Force OLF
OWNER	
AIM/RATIONALE	To ensure the OLF has access to all information that could lead to improved organisational learning and the development of Force processes and procedures
MEASUREMENT	Integrity Environmental Scanning to become agenda item within OLF
TRAFFIC LIGHT CRITERIA	Green: Integrity Scanning Report agenda item on OLF and submitted. Amber: Process for providing integrity scanning to OLF established but not yet submitted to OLF. Red: No process in place to submit integrity scanning to OLF.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 2.6. Build integrity questions into any public consultation exercises and local surveys	
TARGET/MEASURE	2.6.1a. To ensure all relevant public consultations and local surveys contain integrity questions
OWNER	
AIM/RATIONALE	To ensure we capture the public view of integrity within the Force
MEASUREMENT	To ensure the following surveys/consultations within year contain integrity related questions: 1)
TRAFFIC LIGHT CRITERIA	
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 2.7. Utilise all systems and sources to identify risks	
TARGET/MEASURE	2.7.1a. To use and develop the Force Integrity Dashboard to establish and monitor the risk to the Force around Integrity
OWNER	
AIM/RATIONALE	To ensure the Force has relevant information at hand to enable it to effectively assess the risks it faces around integrity
MEASUREMENT	To have a risk management process in place that can be applied to integrity risk identification
TRAFFIC LIGHT CRITERIA	Green: Process sin place and risks identified. Amber: Process in place but no risks identified. Red: No process in place.
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 2.8. Identify gaps in intelligence and produce comprehensive reports	
TARGET/MEASURE	2.8.1a. To develop an annual Professional Standards Strategic Assessment on Integrity
OWNER	
AIM/RATIONALE	To ensure the Force retains a comprehensive intelligence picture around the risks of corruption for officers and staff
MEASUREMENT	Suite of intelligence products produced for Force use
TRAFFIC LIGHT CRITERIA	Green: To have intelligence products developed around integrity issues. Amber: To have products in development. Red: No products in place or in development.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 2.9. Hold regular meetings regarding reputation risk and integrity issues and report findings	
TARGET/MEASURE	2.9.1a. To establish robust governance of integrity issues from Police Committee through Professional Standards Sub-Committee, SMB, OLF and integrity Standards Board
OWNER	
AIM/RATIONALE	To ensure identified risks are managed with a clear Governance trail
MEASUREMENT	Minutes of meetings where issues are discussed.
TRAFFIC LIGHT CRITERIA	Green: Agenda of minutes allows for discussion of integrity issues and report findings and these discussions are minuted. Amber: Meetings held to discuss integrity issues but process for supplying information not yet established. Red: No forum in place to facilitate discussions.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 2.10. Involve the Local Ethics Committee in the risk management of tactical and strategic integrity issues	
TARGET/MEASURE	2.10.1a. To provide evidence of the Police Committee meetings covering integrity and how they have influenced Force strategy and tactics
OWNER	
AIM/RATIONALE	The Police Committee already has a sub-group covering integrity issues for the Force, providing accessible evidence of these meeting swill ensure the Force is open and transparent about integrity matters.
MEASUREMENT	Minutes of the Professional Standards Sub-committee will be published and relevant decisions on strategy and tactics will be provided as evidence of engagement.
TRAFFIC LIGHT CRITERIA	Green: Minutes published and available along with Action lists and Force progress against them. Amber: Minutes published but action updates not available. Red: No evidence published.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 2.11. Consider any issues with cross border sharing of intelligence on staff	
TARGET/MEASURE	2.11.1a. To have established a formalised process for sharing intelligence on staff with other Forces
OWNER	
AIM/RATIONALE	To ensure the Force complies with legislative responsibilities with data sharing and holding
MEASUREMENT	The Force will have a documented process covering integrity data sharing on staff with other forces and agencies and where appropriate relevant data sharing agreements will be applied
TRAFFIC LIGHT CRITERIA	Green: Process in place and published. Amber: Process in development. Red: No process in place.
TRAFFIC LIGHT	
CURRENT POSITION	

PLAN

CHECKLIST CRITERIA: 3.1. Identify appropriate specialist resources and structures	
TARGET/MEASURE	3.1.1a. To create an enhanced and fit for purpose counter corruption unit within PSD
OWNER	
AIM/RATIONALE	To ensure the Force uses resources in an efficient and effective manner to combat corruption and the risk of corruption
MEASUREMENT	Resources defined for anti-corruption activities
TRAFFIC LIGHT CRITERIA	Green: Resources defined and meet current requirements. Amber: Resources defined but gaps exist in capability. Red: No resources defined.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 3.2. Plan the anti-corruption strategy	
TARGET/MEASURE	3.2.1a. To have a published and up to date counter corruption strategy drawn from the Professional Standards Strategic Assessment
OWNER	
AIM/RATIONALE	To provide a focused vision for the application of Force counter corruption activities
MEASUREMENT	The Force will have an agreed and published counter corruption strategy in place.
TRAFFIC LIGHT CRITERIA	Green: Strategy published and up to date. Amber: strategy under review. Red: no strategy published or strategy out of date and not being reviewed.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 3.3. Adopt the enhanced National Decision Making Model	
TARGET/MEASURE	3.3.1a. To provide evidence within Force documents of the adoption of the national decision Making Model
OWNER	
AIM/RATIONALE	To ensure the Force has adopted recognised national standards
MEASUREMENT	Relevant Force documents utilising the Decision Making Model as part of their process will be listed for inclusion in measurement of this target.
TRAFFIC LIGHT CRITERIA	
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 3.4. Set the strategic objectives and priorities based on assessment	
TARGET/MEASURE	3.4.1a. To provide evidence that the setting of Strategic Objectives has been based on the analysis for the Force threat assessment
OWNER	
AIM/RATIONALE	To ensure our objectives have a clear rational based on assessment undertaken.
MEASUREMENT	Progress against existing measures below can be used to provide evidence that the Strategic priorities are based on assessment as well as minutes of relevant integrity meetings. 2.2.1a. To evidence the adoption of the SOCA threat assessment model within Force processes 2.3.1a. To have identified the top threat priorities for the Force with associated management activities
TRAFFIC LIGHT CRITERIA	Green: Related targets green. Amber: Related targets amber. Red: Related targets red.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 3.5. Create and develop an action plan following PIER (Prevention, Intelligence, Enforcement & Reassurance) principles	
TARGET/MEASURE	3.5.1a. To have produced an integrity plan following the PIER principles
OWNER	
AIM/RATIONALE	To ensure the Force follows accepted principles in planning to mitigate the risk of corruption within the organisation.
MEASUREMENT	Production of Integrity Action Plan to implement Force Strategic Objectives around integrity
TRAFFIC LIGHT CRITERIA	Green: Plan developed and published. Amber: Plan in development. Red: No plan in place or in development.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 3.6. Set a clear communication plan internally and externally	
TARGET/MEASURE	3.6.1a. To ensure a communication plan is part of the Force integrity Plan
OWNER	
AIM/RATIONALE	To enable the Force to communicate its Strategic Objectives and delivery of these effectively to all staff within the organisation.
MEASUREMENT	Communication measures will be part of Integrity Action Plan
TRAFFIC LIGHT CRITERIA	Green: Communication measures within plan. Amber: Communication measures in development. Red: No communication measures in place or in development.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 3.7. Establish proportionate capability and capacity to deliver the plan with an agreed protocol around asset sharing between forces	
TARGET/MEASURE	3.7.1a. To have established a resource profile for Force integrity monitoring and maintenance of professional standards
OWNER	
AIM/RATIONALE	To ensure the plan is fully delivered
MEASUREMENT	To have detailed staff and resourcing requirements for the Force Professional Standards services
TRAFFIC LIGHT CRITERIA	Green: Resource profile completed and fully resourced. Amber: Resource profile completed but gaps in resources. Red: No resource profile complete or profile complete with significant resourcing gaps within Force.
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 3.8. Adopt ACPO Counter Corruption Advisory Group (ACCAG)/Professional Standards Authorised Professional Practice (APP)	
TARGET/MEASURE	3.8.1a. To have reviewed and adopted all Professional Standards APP documentation that is relevant to the Force
OWNER	
AIM/RATIONALE	To ensure the Force utilises accepted national standards and practice
MEASUREMENT	Force policies and procedures will be based on APP where applicable and policy and SOP review of APP will be evidenced. Achievement of 4.6.1a. To adopt APP and national guidance for Force policies and procedures.
TRAFFIC LIGHT CRITERIA	Reflects traffic light scoring of 4.6.1a.
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 3.9. Counter corruption officers should ideally attend College of Policing PSD Bronze/Silver/Gold accreditation courses with prior credible investigative training	
TARGET/MEASURE	3.9.1a. Force counter corruption officers to have undertaken relevant College of Policing accreditation courses
OWNER	
AIM/RATIONALE	To ensure our officers receive appropriate training to enable them to effectively undertake their roles.
MEASUREMENT	
TRAFFIC LIGHT CRITERIA	
TRAFFIC LIGHT	
CURRENT POSITION	

Appendix C

CHECKLIST CRITERIA: 3.10. PSD staff to be given access to organisational and operational learning enabling the sharing of best practice throughout all forces	
TARGET/MEASURE	3.10.1a. To evidence the review of OLF reports by PSD staff where relevant learning has taken place
OWNER	
AIM/RATIONALE	To ensure lessons learned within Force can be identified and shared with others
MEASUREMENT	Report on review of OLF learning by PSD staff where relevant integrity learning has been identified
TRAFFIC LIGHT CRITERIA	Green: Reports reviewed and relevant actions tasked. Amber: Reports reviewed at OLF but not yet by PSD staff. Red: No reviews of OLF reports undertaken where relevant learning has taken place.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 3.11. Plan and test effective response plans in relation to corruption issues	
TARGET/MEASURE	3.11.1a. To have developed a suite of Force plans to respond to corruption issues and provide evidence of a testing and development regime
OWNER	
AIM/RATIONALE	To ensure the Force can manage and mitigate corruption issues once identified.
MEASUREMENT	Force has a suite of corruption response plans with an agreed testing and development programme in place
TRAFFIC LIGHT CRITERIA	Green: Plans in place with testing regime. Amber: Plans in development. Red: no plans in place or in development.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 3.12. Set policies and procedures in line with national guidance	
TARGET/MEASURE	See Measure 3.8.1a.
OWNER	
AIM/RATIONALE	Adopting APP for Force processes will ensure we use national guidance
MEASUREMENT	See Measure 3.8.1a.
TRAFFIC LIGHT CRITERIA	See Measure 3.8.1a.
TRAFFIC LIGHT	See Measure 3.8.1a.
CURRENT POSITION	

ACT

CHECKLIST CRITERIA: 4.1. Ensure visible Leadership from the highest level	
TARGET/MEASURE	4.1.1a. To have appointed an ACPO Lead on Integrity and ensure their active involvement in the oversight of the integrity plan
OWNER	
AIM/RATIONALE	To ensure integrity standards within the Force are promoted by all senior managers
MEASUREMENT	ACPO Lead for integrity appointed and for regular briefings to be in place and chair relevant integrity meetings. Also to represent Force and Professional Standards Police Sub-Committee
TRAFFIC LIGHT CRITERIA	
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 4.2. Prioritise the plan and build in scope for dynamic issues	
TARGET/MEASURE	4.2.1a. Within the Integrity Action Plan to have established Force priorities around integrity with linked actions for their achievement
OWNER	
AIM/RATIONALE	To ensure the Force has clear priorities to focus the delivery of the integrity action Plan
MEASUREMENT	Priorities will be listed within the plan with associated measures
TRAFFIC LIGHT CRITERIA	Green: Priorities listed in plan. Amber: Priorities in development within plan. Red: No priorities established.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 4.3. Ensure clear accountability for the delivery of the action plan	
TARGET/MEASURE	4.3.1a. To ensure all measures and actions within the Integrity Action Plan have assigned owners, and accountability through regular reporting to the Professional Standards & Integrity Sub-Committee
OWNER	
AIM/RATIONALE	To ensure there are clear owners for each measure so that managers are fully aware of their responsibilities to deliver the plan
MEASUREMENT	Owners to be assigned to each measure within the Integrity Action Plan
TRAFFIC LIGHT CRITERIA	Green: All measures and actions have owners. Amber: Plan in development and owners under consideration. Red: no plan or assigned owners to measures.
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 4.4. Provide training for all staff on standards, values and leadership ethics	
TARGET/MEASURE	4.4.1a. To deliver training on standards, values and leadership ethics through the City Futures Programme
OWNER	
AIM/RATIONALE	To ensure staff are supported in their duty to uphold the Force’s integrity standards
MEASUREMENT	List of training courses containing standards, values and leadership ethics to be provided with numbers of staff receiving training
TRAFFIC LIGHT CRITERIA	Green: Training courses are fully available within a rolling yearly programme. Amber: Training courses are still in development. Red: No training courses are available.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 4.5. Ensure effective supervision to promote ethical standards with emphasis on training for supervisors to ensure standards are maintained through enforcement and challenging of staff where required. This is key to achieving cultural change	
TARGET/MEASURE	4.5.1a. To ensure ethical standards are promoted through development of City Futures
OWNER	
AIM/RATIONALE	To ensure all staff receive training and support in promoting our integrity culture and standards of behaviour
MEASUREMENT	Ethical standards training courses and initiatives to be part of the Force City Futures Programme.
TRAFFIC LIGHT CRITERIA	Green: Ethical Standards training part of Force training programme. Amber: Ethical training programme within development. Red: No provision within annual training programme for promotion of ethical standards.
TRAFFIC LIGHT	
CURRENT POSITION	

Appendix C

CHECKLIST CRITERIA: 4.6. Ensure policies and procedures are in line with National Guidance:		
TARGET/MEASURE	4.6.1a. To adopt APP and national guidance for Force policies and procedures	
OWNER		
AIM/RATIONALE	To support implementation of measure 3.8.1a. and section 3.12	
MEASUREMENT	See below for each policy and procedure reviewed and updated with current national guidance	
TRAFFIC LIGHT CRITERIA	Green: Policy and procedure in Place. Amber: Policy and procedure under review. Red: Policy and procedure does not reflect APP as no review has taken place.	
TRAFFIC LIGHT		
CURRENT POSITION		
Policy & Procedure	Current Position	Traffic Light
<i>Gifts & Hospitality</i>		
<i>Procurement</i>		
<i>Expenses & Allowances</i>		
<i>Reward & Recognition</i>		
<i>Nepotism & Cronyism</i>		
<i>Business Interests</i>		
<i>Conflict of Interest</i>		

- Note: Where a review has taken place and a policy or procedure does not reflect APP due to a decision made by the Force this area will be reflected as Amber to show a review has been taken and issues prevent adoption of national policy.

CHECKLIST CRITERIA: 5.1. Chief Constable reports to independent Ethics Committee	
TARGET/MEASURE	5.1.1a. To provide regular assessment of integrity to the Professional Standards & Integrity Police Sub-Committee
OWNER	
AIM/RATIONALE	To ensure independent oversight of Force integrity is maintained
MEASUREMENT	Documents from sub-Committee to be provided and supporting measure 2.10.1a. To provide evidence of the Police Committee meetings covering integrity and how they have influenced Force strategy and tactics
TRAFFIC LIGHT CRITERIA	Green: Meeting programme timetable with associated minutes provided. Amber: timetable provided but minutes unavailable. Red: No evidence provided.
TRAFFIC LIGHT	
CURRENT POSITION	

MONITOR

CHECKLIST CRITERIA: 5.2. Reputation and Risk Management groups chaired by a Chief Officer	
TARGET/MEASURE	5.2.1a. Integrity and risk groups chaired by a member of ACPO
OWNER	
AIM/RATIONALE	To drive reputation and risk management from the top of the organisation
MEASUREMENT	Documents from groups chaired by ACPO to be provided as measurement for meeting timetable and discussions
TRAFFIC LIGHT CRITERIA	Green: Meeting programme timetable with associated minutes provided. Amber: timetable provided but minutes unavailable. Red: No evidence provided.
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 5.3. Progress monitored at mainstream force level performance meetings	
TARGET/MEASURE	5.3.1a. To report Integrity Action Plan Performance within the Force Performance Framework
OWNER	
AIM/RATIONALE	To ensure integrity management is an integral part of performance management within the Force
MEASUREMENT	Monitoring of Action Plan within Force integrity meeting and reporting to SMB as part of ACPO Portfolio return to this meeting
TRAFFIC LIGHT CRITERIA	Green: Reporting of plan to integrity Standards Board and where relevant PMG. Amber: reporting of plan under development. Red: Plan not reported on in any forum.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 5.4. Auditing systems in place across support services and professional standards departments	
TARGET/MEASURE	5.4.1a. To have established the Force auditing integrity programme and reporting regime
OWNER	
AIM/RATIONALE	To ensure standards of integrity are monitored and areas of concern are identified for action
MEASUREMENT	Reporting of agreed audit measures to Force Integrity Standards Board
TRAFFIC LIGHT CRITERIA	Green: Programme and reporting regime in place and operating. Amber: Programme and reporting regime in development. Red: No programme in place or in development.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 5.5. Tasking systems used to achieve specific actions, such as through routine Force Tasking and Coordination	
TARGET/MEASURE	5.5.1a. To provide evidence of tasking systems used for specific integrity actions
OWNER	
AIM/RATIONALE	To show integrity related actions form part of normal Force business
MEASUREMENT	Where tasked appropriate actions will be listed for oversight
TRAFFIC LIGHT CRITERIA	Green: Tasking meetings consider appropriate actions. Amber: Tasking meetings meet and consider actions but no evidence can be provided. Red: No process exists for tasking meeting to discuss integrity actions.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: KEY INDICATORS			
CURRENT POSITION			
Indicator	Current Position	Traffic Light	Trend
<i>Progress against risks identified in the plan</i>			
<i>Gifts & Hospitalities</i>			
<i>Business Interests/ Contractors</i>			
<i>Investigations into complaints and misconduct</i>			
<i>Sanctions/Results</i>			
<i>Number of Corruption enquiries with agreed IPCC/ACCAG description</i>			
<i>Number of IPCC independent/Supervised/ Managed enquiries</i>			

CHECKLIST CRITERIA: 6.1. Publish Reports on relevant websites – Force, PCC, Ethics Committee	
TARGET/MEASURE	6.1.1.a. To have established and implemented an integrity publication scheme on Force website
OWNER	
AIM/RATIONALE	To provide the public with an open and transparent picture of integrity within the Force
MEASUREMENT	Publication scheme documented and published in appropriate formats
TRAFFIC LIGHT CRITERIA	Green: Publication scheme managed and up to date. Amber: Publication scheme managed but not providing current documents. Red: No scheme in place.
TRAFFIC LIGHT	
CURRENT POSITION	

REPORT

CHECKLIST CRITERIA: 6.2. Reporting by the Ethics Committee of recommendations and advice given to PCC and Chief Constable	
TARGET/MEASURE	6.2.1a. Police Committee Professional Standards & Integrity Sub-Committee to the Force documents published in line with Committee publication rules and policies
OWNER	
AIM/RATIONALE	To ensure we can demonstrate how our Police Committee advises the Force and what is done to implement the advice we receive
MEASUREMENT	Minutes of meetings provided with advice and associated actions
TRAFFIC LIGHT CRITERIA	Green: Minutes with advice and actions published. Amber: Minutes shown but no evidence of Force actions on advice. Red: No minutes published.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 6.3. Reporting on the sanctions / findings / descriptors / lessons learnt	
TARGET/MEASURE	6.3.1a. To openly report sanctions, findings, descriptors and lessons learnt on all integrity cases
OWNER	
AIM/RATIONALE	To ensure the Force is transparent around integrity of its staff
MEASUREMENT	Sanctions, findings, descriptors and lessons learnt on all integrity cases will be published on the Force website
TRAFFIC LIGHT CRITERIA	Green: Website set up with appropriate section for reporting cases and relevant cases made available. Amber: Website set up with appropriate section but no relevant reports yet published. Red: Website not set up and no reports published.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 6.4. Reporting at PCC meetings	
TARGET/MEASURE	6.4.1a. To maintain the Professional Standards Police Sub-committee reporting timetable
OWNER	
AIM/RATIONALE	The Force reports to the Professional Standards Police Sub-Committee as it is not affected by the legislation that created Policing and Crime commissioners (PCC's). Reporting to our Committee provides independent oversight into the state of Force integrity
MEASUREMENT	Annual programme of meetings agreed each year and evidence of them taking place in the form of minutes
TRAFFIC LIGHT CRITERIA	Green: Timetable of meetings published along with minutes. Amber; Timetable agreed but minutes not present. Red: No evidence provided.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 6.5. Provide clear communication to public and staff of how to report or make complaints	
TARGET/MEASURE	6.5.1a. To have published clear guidance for staff and the public on how to make complaints
OWNER	
AIM/RATIONALE	To ensure our complaints process is transparent and accessible to all staff and the public
MEASUREMENT	Communication will be presented on the Force intranet for staff and internet for public on the complaints process
TRAFFIC LIGHT CRITERIA	Green: Guidance published. Amber: Guidance in development. Red: no guidance available or in development.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 6.6. Public reporting of complaints, misconduct and integrity issues	
TARGET/MEASURE	6.6.1a. To ensure all reports in 6.3.1a are made available on the Force public Website
OWNER	
AIM/RATIONALE	To ensure transparency of complaint and misconduct reporting and resolution
MEASUREMENT	Reports published on public website
TRAFFIC LIGHT CRITERIA	Green: All reports listed in 6.3.1a. Published. Amber: Some reports published. Red: no reports published
TRAFFIC LIGHT	
CURRENT POSITION	

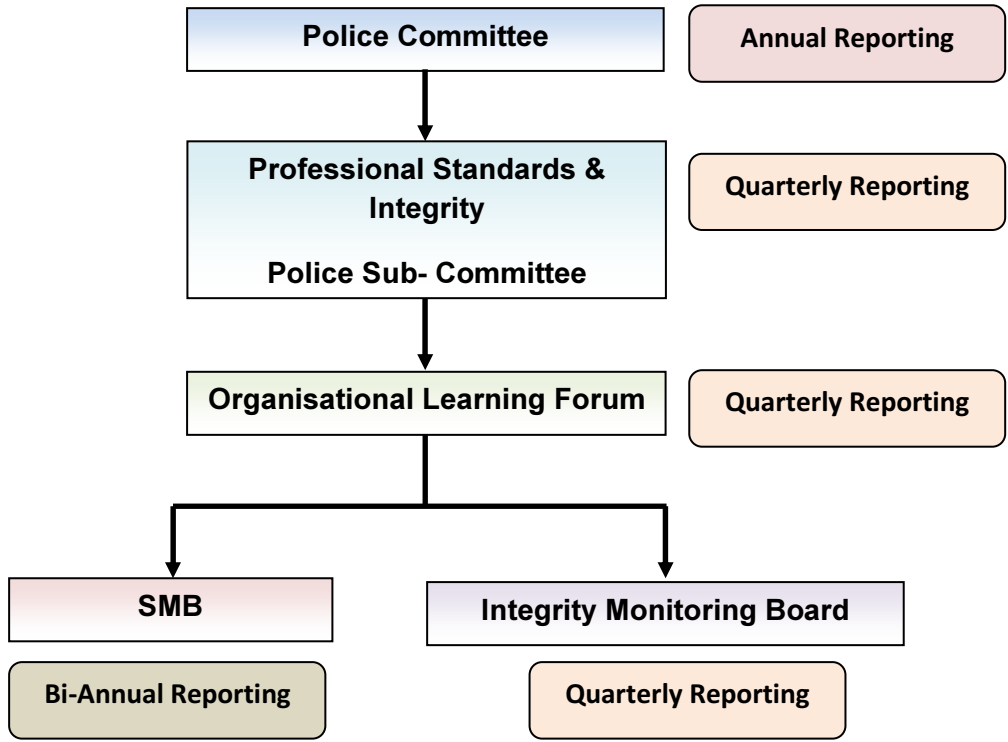
CHECKLIST CRITERIA: 6.7. Internal policies and procedures available for public examination	
TARGET/MEASURE	6.7.1a. To have published Professional Standards policies and procedures on the Force public website
OWNER	
AIM/RATIONALE	To ensure the public has access to up to date policies and procedures.
MEASUREMENT	Policies and procedures will be published on the Force public website and be the up to date versions. A system of review and replacement will also be in place
TRAFFIC LIGHT CRITERIA	Green: All policies and procedures published and up to date. Amber: policies and procedures published but some out of date. Red: No policies or procedures published.
TRAFFIC LIGHT	
CURRENT POSITION	

CHECKLIST CRITERIA: 6.8. Relevant websites such as the PCC and force websites to allow easy access to information	
TARGET/MEASURE	6.8.1a. The Force public website will contain clear and easily accessible information on integrity
OWNER	
AIM/RATIONALE	To ensure the public has easy access to Force integrity information and can have confidence in the transparency of the Force
MEASUREMENT	The Force public website will contain relevant integrity and professional standard information and be reviewed and updated in a quarterly programme
TRAFFIC LIGHT CRITERIA	Green: Integrity pages set up and current. Amber: Integrity pages in development or content under review. Red: No integrity pages on public website.
TRAFFIC LIGHT	
CURRENT POSITION	

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CHECKLIST CRITERIA: 6.9. A clear timetable of reporting available to the public to describe which issues are reported quarterly with an additional annual force report	
TARGET/MEASURE	6.9.1a. The Force public website will contain a timetable of reporting timescales linked to reports
OWNER	
AIM/RATIONALE	This is to ensure there will be a clear timetable of reporting criteria linked to the published information to provide transparency into the timeliness of the reports submitted and how up to date published information is when reviewed
MEASUREMENT	Publication timetable to be placed on the Force public website around integrity data
TRAFFIC LIGHT CRITERIA	Green: Timetable published on website and being met. Amber: Timetable published on website but some slippage in delivery. Red: No timetable published.
TRAFFIC LIGHT	
CURRENT POSITION	

Integrity Monitoring Governance Structure



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Committee: Police	Date: 6 th December 2013
Subject: City Futures Overview	Public
Report of: Commissioner of Police POL 57/13	For Information

Summary

The vision for the City of London Police is to deliver excellence in everything we do and in doing so provide a world class service. This is not just in relation to national performance tables, but being recognised as a worldwide centre of excellence for our policing services.

In order to realise this vision the Force has embarked on the ‘City Futures’ programme. City Futures is based around vision, values, objectives, outcomes and measures all of which are interdependent. It aims to deliver an organisation that is flexible, adaptable and is able to operate in a complex and dynamic environment. The vision for the City of London Police is:

The relentless pursuit of excellence to deliver world class service, staff, performance and reputation.

The recognised values for the programme are integrity, fairness and professionalism. The Vision and the Values set the context for the delivery of the work stream objectives which are centred on leadership, empowering staff, innovation and excellent service. The outcomes of the programme are a ‘one team’ CoLP; outstanding leadership capability; motivated, confident, capable empowered staff; innovative and evidence based policing practice and solutions; excellent service; and optimised operational and support processes with a fit for purpose infrastructure for our staff to do their jobs; and lastly successful delivery of the policing plan objectives.

City Futures has led to the development of work streams that will deliver the cultural change that is required to deliver the vision, values, objectives and outcomes. This model of transformational change is the cornerstone upon which we will develop the City of London Police.

Recommendations

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

Main Report

Background

1. The vision for the City of London Police is to deliver excellence in everything we do and in doing so provide a world class service. This is not just in relation to national performance tables, but being recognised as a worldwide centre of excellence for our policing services.
2. In order to realise this vision, the Force has embarked on the City Futures programme. The austerity measures currently facing policing provide the motivation to make lasting and positive changes to how we operate. City Futures aims to deliver an organisation that is flexible, adaptable and is able to operate in a complex and dynamic environment to deliver on the vision. This will move the organisation from the traditional rule bound, hierarchal command and control culture to a more empowered environment, with devolved authority and responsibility and freedom to take local initiatives, enabling us to find better ways of achieving even better outcomes. Most importantly we must change how we support the people who hold the biggest key to our success – our staff. City Futures will drive cultural change and build on what we do well. It will release the leadership and talent we have at every level to meet the challenges facing the Force in the years ahead.

Current Position

3. City Futures is based around vision, values, objectives, outcomes and measures all of which are interdependent. This model of transformational change is the cornerstone on which we will develop the City of London Police over the next few years (Appendix A). This report outlines the core themes of City Futures.

Vision

4. The vision for the City of London Police is:

“The relentless pursuit of excellence to deliver world class service, staff, performance and reputation”
5. The vision is a statement about what the organisation wants to become. The vision, due to its simplicity and recurring theme, will resonate with all members of the organisation and help them feel more proud, excited, and part of something much bigger than themselves. It also stretches the

organisation's capabilities and image of itself and in doing so gives shape and direction to the future.

Values

6. During staff engagements and surveys, values were identified that were often reflected in the actions and behaviours of staff as well as leaders. However, they were not fully embedded in all aspects of our business. These values are traits or qualities that are considered worthwhile and represent an individual's highest priorities and deeply held motivations. Once identified, they ensure that everyone understands and can contribute and as a result, they impact on every aspect of the Force. The values that have been identified are:

• Integrity

Integrity to the City of London Police means acting in accordance with the values of the organisation to achieve the City Futures Vision. It is about being trustworthy, reliable and committed and there is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below the standards expected by the Force. Our behaviour, actions and decisions will always be in support of the public interest. We value public trust and confidence in policing as an institution, and to earn this we will be open to scrutiny and be transparent.

• Fairness

The City of London Police is an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider. We will seek to create an environment that maximises everyone's talents in order to meet the needs of the organisation, and those of the communities it serves.

• Professionalism

Professionalism is a quality highly valued by the City of London Police and means being dedicated to professional development, both for the individual and with staff being empowered to make important decisions at the correct level. Being professional will ensure the delivery of a high quality, fast and effective services according to the needs and demands of our customers.

Objectives

7. The values outlined above are the core behaviours that will guide and direct our staff to realise the vision for the Force. These behaviours drive the objectives which will be achieved by delivering success in the following areas:

- Leadership- Creating inspirational and supportive leaders
- Empowered staff- Providing the knowledge, skills and qualifications
- Innovation- Pursuing improvements through creativity and entrepreneurial spirit
- Excellent Service - World class service providing outstanding value for money

Outcomes

8. The outcomes of City Futures are the changes and benefits that will happen as result of the work carried out in relation to the objectives. These have been defined as:

- **A ‘One Team’ CoLP** – A team that is harmonised, cohesive, flexible and effective. We will work as a single team, understanding and respecting each other’s roles and contributions to our mission and harmonising our efforts to deliver excellent service and protection to the public to build a world class reputation.

- **Outstanding Leadership Capability** -Our leaders will be committed and capable of inspiring and growing those they lead so that they reach their full potential. They will lead by example and create space for their staff to take greater responsibility, to put forward new ideas and try new approaches to dealing with old problems as well as new ones.

- **Motivated, Confident, Capable and Empowered Staff**- Our staff will be supported through development to acquire the knowledge, skills and qualifications to succeed and progress. They will have clear roles and responsibilities and clear latitude to use discretion and delegate authority to deliver for the public and CoLP. Decisions will be made at the lowest appropriate level, supported by empowering leaders.

- **Innovative and evidence based policing practice and solutions**- Our core approach must be one of a relentless pursuit of improvement through innovation and an entrepreneurial approach to policing. We will learn to work faster and smarter to deliver better service and protection by generating and embracing new ideas and new ways of working.

- **Excellent service**- We will understand our customer needs to provide excellent standards of service and prevention to all the communities within, and visitors to, the City of London. We will set ourselves targets that

stretch and challenge us to provide a world class service, which represents outstanding value through efficiency and effectiveness.

• Optimised operational and support processes with a fit for purpose infrastructure for our staff to do their jobs- We will develop improved operational processes that are high quality, fast and effective. These operational processes need improved support services and technological enablers to support smarter and faster policing interventions. This means reviewing how high quality support can be provided to those in front line service roles.

• Successful delivery of policing plan objectives- We will continue to deliver against the measures agreed in the CoLP Policing Plan.

Work streams

9. In order to deliver on the objectives, seminars were held to develop initiatives that could be part of the overall City Futures programme, and deliver a co-ordinated programme to deliver operational solutions. The Assistant Commissioner is now leading on a planned programme of work for City Futures, developing a number of vision strand work streams. There are over sixty areas of work highlighted. These work streams are based around the values of the organisation which are seen as the cornerstone around which the transformational change programme will be built.
10. In July 2013, the Force Strategic Seminar discussed the various elements of the City Future vision and the work streams. The seminar focussed on the work streams and prioritised them based upon their complexity versus their anticipated impact upon the Force.
11. To further develop the work streams a next steps plan was drafted which expanded on the identified work streams. From this plan senior managers, identified the following key areas that will be taken forward initially as a priority. These include a dedicated leadership training model, an innovations programme, a comprehensive review of information management and a new approach to Reward and Recognition.
12. The successful completion of these work streams will demonstrate the organisations commitment to developing a new way of working for both staff and stakeholders, and allow the further integration of the initial work areas highlighted.

Conclusion

13. City Futures puts people at the centre of this change in order to create an organisation where people can quickly realise their full potential. There will be a focus on how our people are given the best possible support to do what we ask of them through great leadership, effective systems and effective and efficient practices. The future requires us to develop the maturity to respect and understand the importance of everyone's commitment and effort to the vision of the City of London Police.

14. The Force would welcome scrutiny or closer engagement and support from members of the Police Committee in developing this important Change Programme.

Appendices

Appendix A- City Futures Vision Document

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City of London Police



City Futures – A New Way of Working

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Foreword

'In order to meet the extraordinary challenges of this second decade of the 21st century, City of London Police needs to make a cultural shift that defines us as one team with a shared mission; to effectively police the single most important part of the UK's economic infrastructure – the City of London and its constituent communities. With this comes the requirement for excellence in the fight against economic crime as well as in security and public service. Our new culture must liberate ideas, promote innovation and release the leadership and talent we have at every level of the force to deliver better, faster, smarter policing.'

Adrian Leppard - Commissioner

1. Introduction

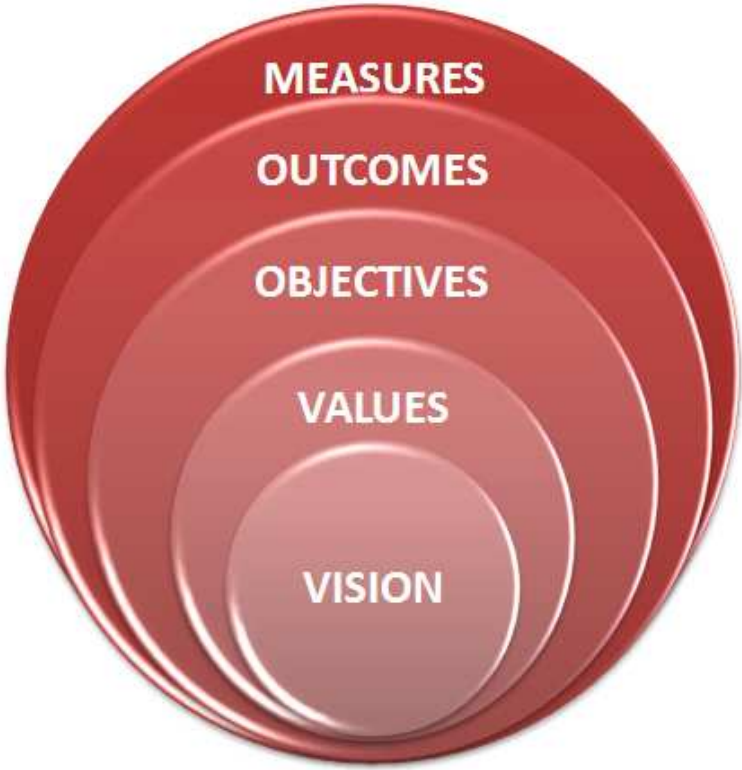
1.1 This document sets out the strategic vision for the City of London Police (CoLP) and our journey over the next 3 years to further develop our workforce so that it is fully equipped for the future enabling them to become **world class staff**. The vision is based on an understanding of the financial and operational pressures and analysis of extensive staff engagements undertaken over the past 12 months. The vision reflects both the future challenges and the key messages for our workforce. It describes how CoLP will accelerate the development of a new professional culture that is fit for the challenges of a new era.

1.2 The austerity currently facing policing can be used as a positive as it provides the motivation to make lasting and positive changes to how we operate. This means we have to find better ways of achieving even better outcomes. Most importantly we can change how we support the people who hold the biggest key to our success – our staff. This vision sets out how CoLP will build on and release the leadership and talent we have at every level of the Force to meet these challenges. This process will be called ‘**City Futures**’.

2. City Futures

2.1 City Futures is based around vision, values, objectives, outcomes and measures all of which are interdependent. This model of transformational change (figure 1) is the cornerstone on which we will develop the City of London Police in the next few years.

Figure 1



Vision

The vision for the City of London Police is that we are an organisation that continually strives to deliver for our customers, excellence in everything we do and in doing so provide a **world class customer service**. This is not just in relation to national performance tables but being recognised as a worldwide centre of excellence for our policing services.

“The relentless pursuit of excellence to deliver world class service, staff, performance and reputation”

Values

Overwhelmingly our staff aspire to values of integrity, fairness, and professionalism. These values appeared time and again during staff engagements and surveys. It is clear that these values are very often reflected in the actions and behaviours of staff as well as leaders. However they have not been fully embedded in all aspects of our business. By describing the behaviours that reflect these values, we can design the means to accurately assess staff at all levels against these self-imposed high standards of professional performance and conduct.

- **Integrity**

Integrity to the City of London Police means acting in accordance with the values of the organisation to achieve the City Futures Vision. It is about being trustworthy, reliable and committed and there is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below the standards expected by the Force. Our behaviour, actions and decisions will be always in support of the public interest. We value public trust and confidence in policing as an institution, and to earn this we will be open to scrutiny and be transparent

- **Fairness**

The City of London Police is an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider. We will seek to create an environment that maximises everyone's talents in order to meet the needs of the organisation, and those of the communities it serves.

- **Professionalism**

Professionalism is a quality highly valued by the City of London Police and means being dedicated to your professional development, both for yourself and for those people who are affected by your work, and empowered to make important operational decisions at the correct level. Being professional will ensure the needs and demands of our customers to deliver high quality, fast and effective services are achieved.

There is a strong belief and commitment at all levels of the organisation that adherence to being professional produces better outcomes for our community and greater success for the City of London Police.

Objectives

The values outlined above are the core behaviours that will guide and direct our staff to realise the vision for the Force. These behaviours drive the objectives of City Futures which will be achieved by delivering success in the following areas.

- **Leadership**- Creating inspirational and supportive leaders
- **Empowered staff**- Providing the knowledge, skills and qualifications
- **Innovation**- Pursuing improvements through creativity and entrepreneurial spirit
- **Excellent Service** - World class service providing outstanding value for money

Outcomes

City Futures will be characterised by meeting these objectives, the outcome of which will be:

- I. **A 'One Team' CoLP; harmonised, cohesive, flexible and effective** *We must work as a single team, understanding and respecting each other's roles and contributions to our mission and harmonising our efforts to deliver excellent service and protection to the public to build a **world class reputation**.*
- II. **Outstanding Leadership Capability**
Our leaders must be committed and capable of inspiring and growing those they lead so that they reach their full potential. They must lead by example and create space for their staff to take greater responsibility, to put forward new ideas and try new approaches to dealing with old problems as well as new ones.
- III. **Motivated, Confident, Capable and Empowered Staff**
Our staff must be supported through development to acquire the knowledge, skills and qualifications to succeed and progress. They must have clear roles and responsibilities and clear latitude to use discretion and delegate authority to deliver for the public and CoLP. Decisions must be made at the lowest appropriate level, supported by empowering leaders.
- IV. **Innovative and evidence based policing practice and solutions**
Our core approach must be one of a relentless pursuit of improvement through innovation and an entrepreneurial approach to policing. We must learn to work faster and smarter to deliver better service and protection by generating and embracing new ideas and new ways of working.

V. Excellent service

*We must understand our customer needs to provide excellent standards of service and prevention to all the communities within, and visitors to, the City of London. We must set ourselves targets that stretch and challenge us to provide a **world class service**, which represents outstanding value through efficiency and effectiveness.*

VI. Optimised operational and support processes with a fit for purpose infrastructure for our staff to do their jobs

We must develop improved operational processes that are high quality, fast and effective. These operational processes need improved support services and technological enablers to support smarter and faster policing interventions. This means reviewing how high quality support can be provided to those in front line service roles.

VII. Successful delivery of policing plan objectives

We must continue to deliver against the measures agreed in the CoLP Policing Plan.

2.2 City Futures puts people at the centre of this change in order to create an organisation where people can quickly realise their full potential. There will be a focus on how our people are given the best possible support to do what we ask of them through great leadership, effective systems and practices. We must become a unified team with a common mission to provide excellent services to our customers. The future requires us to develop the maturity to respect and understand the importance of everyone's commitment and effort to the vision of the City of London Police. We must also learn how to 'grow' our talent through effective leadership. We must expect this of each other and support each other to achieve it.

3. How we will Deliver

3.1 CoLP delivers through its people who are focused and highly committed to achieving the excellent operational and service outcomes required by the customer. Recent structural and business changes delivered through the 'City First' programme have laid the foundations for more effective and efficient delivery.

3.2 There is recognition that in the past the Force has been characterised by a strong culture of paternalism where people naturally looked upward for direction, authority and

approval. In order to meet the challenges of the future, we must adopt a more 'liberated' culture where officers and staff are supported and equipped to take charge of their professional development and to make more important operational decisions at their own level. It also requires significant changes to the leadership culture so that leaders can provide clarity and inspiration to those they lead and facilitate their professional growth by trusting them to take more responsibility and to try new approaches.

4 Future Behaviours

4.1 In developing a values based approach to behaviour it is recognised that such transitions take time and therefore patience, support and tolerance are required at all levels. Leaders will be supported and guided to develop approaches that encourage trust between them and their staff. Leaders will be expected to enable them to effectively develop, mentor and coach their teams and effectively delegate to give their staff 'stretching' tasks and responsibilities commensurate with their existing capabilities and future potential. All staff will be supported and encouraged to seek more responsibility and professional autonomy in making decisions. Innovation will be strongly encouraged and supported.

4.2 For innovation to thrive CoLP must develop a set of behaviours and a culture that recognises innovation is not risk free. There will be failures and this will generate the valuable learning needed for long term and sustainable improvements. Any vestiges of a 'blame culture' will be replaced by values and behaviours that encourage the taking of reasoned and intelligent risks in pursuit of improvement. In addition a 'red lines' approach will be taken to unambiguously mark out the boundaries between those trying their best with the right intent and those who are negligent, reckless, unprofessional or objectively incapable of discharging their role or responsibilities.

5. Future Performance

5.1 The force is committed to investing in its workforce to help staff achieve the highest levels of professional knowledge, skills and capability. Excellent levels of service, protection and overall performance in the City of London then become more achievable and sustainable. This will result in the delivery of **world class performance**.

5.2 City Futures is less a programme and more a deliberate change to our style of working, to get decisions taken and actions delivered at the lowest appropriate level. Whilst most of this challenge will be informal we must make available channels and tools for staff to be heard and for feedback to be delivered effectively to everyone.

5.3 Performance and assessment processes will be designed specifically to identify and reward those who consistently demonstrate the values, leadership behaviours and professional behaviours set out in City Futures and reward, selection and promotion systems will be designed to identify those who display these behaviours.

6 Future Outcomes

6.1 In the future CoLP needs to develop the capability to work smarter. Developing staff capability is the principal approach to achieve this but it will be supported by developing new business systems to assist and by making better use of the information, intelligence and knowledge assets of the force for more effective decision making.

6.2 Accordingly the people focused changes must be complemented by the development of better systems, processes, polices, practices and procedures to allow people to exploit their new skills, new knowledge and new levels of professional autonomy.

6.3 CoLP will develop a stronger information and knowledge management capability. This process started during the 'City First' programme with the introduction of the 'Information and Intelligence Hub' concept and will continue as a key activity during 'City Futures'.

6.4 Outcomes will remain the paramount measure of success in the delivery of the Policing Plan and the wider strategic objectives of the force, including the City Futures Programme. We will develop a new approach to assessing the most effective means of delivering those outcomes.

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Agenda Item 17a

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 17b

By virtue of paragraph(s) 1, 2, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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