



Police Committee

Date: FRIDAY, 27 APRIL 2012
Time: 11.30am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL
Members: Deputy Douglas Barrow
Mark Boleat
Simon Duckworth
Bob Duffield
Alderman Alison Gowman
Brian Harris
Deputy Keith Knowles
Alderman Ian Luder
Helen Marshall
Deputy Joyce Nash
Henry Pollard
Don Randall
Deputy Richard Regan

Enquiries: Gregory Moore
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Lunch will be served for Members in the Guildhall Club at the rising of the
Committee

Chris Duffield
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
Order of the Court of Common Council, 19 April 2012, appointing the Committee and approving its Terms of Reference (copy attached).

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order No. 29.
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order No. 30.
6. **MINUTES**
To agree the public minutes and summary of the meeting held on 16 March 2012 (copy attached).

For Decision
(Pages 3 - 8)
7. **SUB-COMMITTEES AND OTHER APPOINTMENTS**
Report of the Town Clerk (copy attached).

For Decision
(Pages 9 - 12)
8. **SPECIAL INTEREST AREA SCHEME**
Joint report of the Town Clerk and Commissioner (copy attached).

For Decision
(Pages 13 - 44)
9. **STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**
 - a) Community Engagement Update (copy attached).

For Information
(Pages 45 - 54)
 - b) Equality, Diversity and Human Rights
 - c) Any Other Special Interest Area Updates

10. **HMIC REPORT- "WITHOUT FEAR OR FAVOUR" INTEGRITY THEMATIC INSPECTION**
Report of the Commissioner (copy attached).
For Information
(Pages 55 - 64)
11. **SHARED SERVICES UPDATE**
Joint report of the Town Clerk and Commissioner (copy attached).
For Information
(Pages 65 - 70)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **EXCLUSION OF THE PUBLIC**
MOTION: That under Section 100A 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 Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
15a	3
15b	3
16	7
17	4
18	7
19	3
20	3

Part 2 - Non-Public Agenda

15. a) **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 16 March 2012 (copy attached).
For Decision
(Pages 71 - 74)
- b) **LEADERSHIP TEAM MEETING NOTE**
To receive the note of the Leadership Team meeting held on 2 April 2012 (copy attached).
For Information
(Pages 75 - 76)
16. **COMMISSIONER'S UPDATES**
Commissioner to be heard.
For Information

17. **CITY FIRST CHANGE PROGRAMME UPDATE**
Report of the Commissioner (copy attached).
For Information
(Pages 77 - 88)
18. **OLYMPIC, PARALYMPIC GAMES AND DIAMOND JUBILEE UPDATE**
Report of the Commissioner (copy attached).
For Information
(Pages 89 - 96)
19. **PROVISION OF EXPLOSIVE ORDNANCE CAPABILITY**
Report of the Commissioner (copy attached).
For Decision
(Pages 97 - 100)
20. **ORANGE TELECOMS AERIAL**
Report of the City Surveyor (copy attached).
For Decision
(Pages 101 - 102)
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Agenda Item 3

WOOTTON, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2012, doth hereby appoint the following Committee until the first meeting of the Court in April, 2013.
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POLICE COMMITTEE

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. Membership 2012/13

- 12 (1) Brian Nicholas Harris, *for one year*
- 4 (1) Alison Jane Gowman, Alderman, *for one year*
- 19 (1) Stanley Keith Knowles, M.B.E., Deputy, *for two years*
- 4 (1) Richard David Regan, Deputy, *for two years*
- 3 (1) Robert William Duffield, B.A., M.Litt.(Oxon), *for two years*
- 7 (1) James Henry George Pollard, *for three years*
- 8 (1) Mark John Boleat, *for three years*
- 3 (1) Douglas Barrow, Deputy *for three years*
- 11 (1) Simon D'Olier Duckworth, M.A., D.L.
- 11 (1) Ian David Luder, B.Sc.(Econ.), C.B.E., Alderman
- 6 (1) Joyce Carruthers Nash, O.B.E., Deputy

Together with the external Members referred to in paragraph 1.

4. 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) having regard to the strategic policing requirement;
- c) agreeing the local priorities for policing after consulting local people and the Commissioner;
- d) 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 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;
- e) making recommendations to the Court of Common Council regarding the appointment of the Commissioner of the City of London Police;
- f) the handling of complaints and the maintenance of standards across the Force;
- g) monitoring of performance against the City of London Policing Plan;
- h) 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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POLICE COMMITTEE

FRIDAY, 16 MARCH 2012

Minutes of the meeting of the POLICE COMMITTEE held at Guildhall, EC2, on FRIDAY 16 MARCH 2012, at 11.15am.

Present

Members

Simon Duckworth (Chairman)	Vivienne Littlechild
Henry Pollard (Deputy Chairman)	Alderman Ian Luder
Deputy John Barker	Helen Marshall
Deputy Doug Barrow	Robert Merrett
Robert Duffield	Deputy Joyce Nash
Brian Harris	Don Randall
Alderman Alison Gowman	Deputy Richard Regan, the Chief Commoner
Deputy Keith Knowles	

Officers

Clare Chadwick	Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Ignacio Falcon	- Town Clerk's Department
Neil Davies	- Town Clerk's Department
Steve Telling	- Chamberlain's Department
Nagina Kayani	- Equalities, Diversity and Human Rights Manager

City of London Police

Adrian Leppard	- Commissioner
Frank Armstrong	- Assistant Commissioner
Ian Dyson	- Commander
Eric Nisbett	- Director of Corporate Services
Hayley Williams	- Secretariat Manager

1. APOLOGIES

Apologies for absence were received from Mark Boleat and Alderman Simon Walsh.

Alderman Luder took the opportunity to formally offer his gratitude to the Chairman on behalf of the Committee for the exceptional volume of work he had undertaken during his tenure, expressing the Committee's gratitude for his efforts and leadership. The Chairman thanked the Alderman and Committee for their kind words.

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

There were none.

3a. MINUTES

The public minutes and summary of the meeting of the Police Committee held on 27 January 2012 were approved, subject to the correction of a typographical error.

MATTERS ARISING

(1) **Olympics** (p5) – The Chairman asked that, given the ever increasing proximity of the Olympic and Paralympic Games, future agendas include an update for Members as a standing item.

3b. PROFESSIONAL STANDARDS AND COMPLAINTS SUB-COMMITTEE MINUTES

The public minutes and summary of the meeting held on 27 January 2012 were received.

3c. PERFORMANCE AND RESOURCE MANAGEMENT SUB-COMMITTEE MINUTES

The public minutes and summary of the meeting held on 29 February 2012 were received.

4a. COMMUNITY ENGAGEMENT UPDATE

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

A Member noted the reference to the Force's counter-terrorism work in the report and suggested that it might be useful for the Commissioner to provide a post-Court briefing on the subject to Members. The Chairman commented that he was aware that the Commissioner was asked to give a general presentation to the Court of Common Council each year and suggested that it might be appropriate to include a counter-terrorism update within that presentation.

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

4b. LOKAHI ACTION PLAN UPDATE

The Committee received a report of the Commissioner presenting the action plan designed to assist in the implementation of the recommendations set out in the recent Lokahi report.

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

4c. PUBLIC SECTOR EQUALITY DUTY: SECOND PHASE COMPLIANCE

The Committee received a report of the Town Clerk providing an update on the action taken to meet the first stage of compliance with the Specific Duties of the Equality Act 2010 and seeking agreement to proposals to meet the second stage requirements in time for the deadline of 6th April 2012.

The suitability of having EDHR issues appearing as a standard item on the agenda was discussed, and it was agreed that it should appear as such when there was not already an EDHR-related item on the agenda.

RESOLVED: That the proposed equality objectives listed at paragraph 6 in the report be agreed, viz:-

- i) to review and update Single Equality Scheme by June 2012 and review the need for and the contents of a future in 2013;
- ii) that the Professional Standards and Complaints Sub-Committee will continue to monitor the handling of Force complaints, referring any underlying issues relating to discrimination to the Grand Committee, where appropriate;
- iii) that the Police Committee will continue to monitor the progress of the Lokahi Action plan every six months;
- iv) that the Police Committee will monitor the progress of the EDHR action plan through interim reports at six-month and end of year progress reports;
- v) that the Police Committee will to continue to receive City of London Police Workforce data to monitor the change of staff profile by protected characteristics and to ensure that it receives the appropriate data to ensure it perform its oversight duties every six months; and
- vi) that the Police Committee will monitor Force compliance with specific equality duties every six months.

5. BUDGET MONITORING: THIRD QUARTER 2011-12

The Committee received a report of the Commissioner providing quarterly information on financial performance. Members were advised that at the end of quarter 3 the Force's net revenue expenditure was £0.868 M (2%) under profile, with a forecast outturn on revenue activities of £1.593 M below budget at year end.

The Director of Corporate Services reminded Members that the current budget had been predicated on the Force transferring £4million from reserves; however, it was now likely that a transfer of only £2.4million would be required. Accordingly, the underspend was not actually such, but rather simply a result of spending less from reserves than initially anticipated.

Attention was drawn to the £978,000 committed to capital expenditure and the Chamberlain advised that he was working with the Director to ensure that relevant payments were made by 31 March 2012 to ensure a balanced budget by the end of the financial year.

A Member queried two specific variances identified in annex 1 to the report which were not explained in paragraph 3, and asked if further detail could be provided. The Director of Corporate Services advised that he would look in to the figures mentioned and report back to the Member after the meeting.

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

6. UPDATE ON THE COMMUNITY SAFETY ACCREDITATION SCHEME

The Committee considered a report of the Commissioner providing an update on the agreement made with the Metropolitan Police and Transport for London in 2011 to include the City of London area within a Community Safety Accreditation Scheme (CSAS), a proposal which included devolving a range of police powers to Revenue Protection Inspectors (RPIs) across London.

The Assistant Commissioner advised that the Force had agreed not to extend the CSAS for the time being and that it would review the position in December 2012 once the impact of the City First Change Programme was clearer.

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

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

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Dedicated Security Post (DSP) Funding

The Chairman advised Members of the recent announcement by the Home Secretary confirming the level of Dedicated Security Post (DSP) grant at £8.6million in recognition of the unprecedented challenges facing the Force in this special year for the capital.

It was reminded that the Force had feared a considerably lower settlement following the historic decline in the grant level since the formula for DSP allocation had suffered a change to take account of Critical National Infrastructure (CNI). The Chairman commented that this outcome was extremely positive for the short-term financial position of the Force and, more importantly, provided encouragement for the prospect of finding a more sustainable funding mechanism to ensure the City Police's capacity to counter the threats of terrorism, deal with major public order challenges and fulfil the other unique requirements of a police force in the capital in the future.

Finally, the Chairman was also delighted to announce that the Cabinet Office had made available an additional £2million in funding to allow the Force to enhance the capability on Cyber-fraud.

The Deputy Chairman took the opportunity to extend his personal gratitude on behalf of the Committee to the Chairman for his exceptional and diligent work in building relationships with those in government and successfully presenting the City Police's case, commenting that he wished the thanks and recognition of the Committee to be formally recorded. The Commissioner echoed the Deputy Chairman's comments, adding that in his opinion the success achieved in protecting DSP funding was solely due to the efforts of the Chairman, with the secured funding equating to the cost of funding 60 police officer posts.

9. EXCLUSION OF THE PUBLIC

RESOLVED--That under Section 100A 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 Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
10a	3
10b	1, 2 & 5
10c	7
10d	3
11	7
12	4
13	7

**SUMMARY OF MATTERS CONSIDERED
WHILST THE PUBLIC WERE EXCLUDED**

10a. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 27 January 2012 were agreed.

10b. PROFESSIONAL STANDARDS AND COMPLAINTS SUB-COMMITTEE MINUTES

The non-public minutes of the meeting held on 27 January 2012 were received.

10c. PERFORMANCE AND RESOURCE MANAGEMENT SUB-COMMITTEE MINUTES

The non-public minutes of the meeting held on 29 February 2012 were received.

10d. LEADERSHIP TEAM MEETING NOTE

The note of the Leadership Team meeting held on 2 March 2012 was received.

11. COMMISSIONER'S UPDATES

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

12. CITY FIRST PRESENTATION

The Commissioner gave a presentation to Members providing an update on progress made with the City First Change Programme.

13. OPERATION APPRENTICE

The Committee received a report of the Commissioner providing information on the City of London Police's involvement in a recent criminal investigation.

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

There were no questions.

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

There were no urgent items.

The meeting closed at 1.00pm

CHAIRMAN

Contact Officer: Gregory Moore

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Agenda Item 7

Committee: Police Committee	Date: 27 April 2012	Item no.
Subject: Sub Committees and Other Appointments		Public
Report of: Town Clerk		For Decision
<u>Summary</u>		
<p>This report recommends that your Committee makes a number of internal and external appointments for 2011/12.</p>		
<p>RECOMMENDATION: That,</p>		
i) the content of this report be noted;		
ii) consideration be given to the appointment, composition and terms of reference of the following for ensuing year:		
<ul style="list-style-type: none">• Economic Crime Board;• Performance and Resources Management; and,• Professional Standards and Complaints Sub Committee (see paragraph x); and		
iii) the timing of meetings be agreed as follows-:		
<ul style="list-style-type: none">• 8 times a year for the Police Committee• 3 times for its first year for Economic Crime Board;• Quarterly for the 2 remaining Sub- Committees		
iv) the appointment of representatives to the various internal and external bodies as necessary be agreed (see paragraph x).		

Main Report

SUB COMMITTEES

1. This report considers the appointment, terms of reference and composition of the Police's Committee sub committees.
2. The Police Committee is also asked to confirm its frequency of meetings. Following the review in 2010 the Committee agreed to meet 8 times a year (roughly every six weeks) and there is no recommendation to change this as this frequency of meetings for the Committee has worked well.
3. Following the review of the Police Committee earlier this year, the Police Committee now has the following sub committees:

- a. The Economic Crime Board
 - b. the Performance and Resources Management Sub Committee
 - c. the Professional Standards and Complaints Sub Committee.
4. Members also agreed that each should have 5 members of the Committee with an additional co-opted Member to be considered by each of the Sub-Committees.
 5. To that end Members have already been asked which of the sub committees they would prefer to sit. It must be noted that this report was prepared in advance of the meeting of the Court of Common Council on 19 April and all Members of the Committee are facing re-election to the Committee. As a result there may be a need for ballot at the meeting on 27 April.
 6. The creation of an **Economic Crime Board** was agreed at the meeting in January 2012. Its terms of reference are:

To be responsible for:

- a. *Overseeing the force's national responsibilities for economic crime and fraud having regard to the strategic policing requirement in this area;*
- b. *monitoring government, and other external agencies' policies and actions relating to economic crime; and,*
- c. *Making recommendations to the Police Committee in matters relating to economic crime.*

7. It was agreed that the Board should meet three times a year for the first year and then review that after a year. The dates for 2012/13 have been scheduled at 13 June and 18 October 2012 and 6 February 2013.
8. The **Performance and Resources Management Sub Committee** was established in 2009 and reviewed in January 2012. Its new terms of reference are as follows:

To be responsible for:

- a. *overseeing the monitoring of performance against the City of London Policing Plan;*
- b. *overseeing the Force's resource management in order to maximise the efficient and effective use of resources to deliver its strategic priorities;*
- c. *making recommendations to the Police Committee to change procedures, where necessary, to bring about improvements in performance;*
- d. *monitoring government, policing bodies and other external agencies' policies and actions relating to police performance*

and advising the Police Committee or Commissioner as appropriate; and,

- e. any other matter referred to it by the Police Committee.
9. The Sub Committee will continue to meet 4 times a year and the dates of future meetings in 2012 are 25 May, 21 September and 14 November 2012.
10. The **Professional Standards and Complaints Sub Committee's** terms of reference are as follows:

To be responsible for:

- a. *overseeing the handling of complaints and the maintenance of standards across the force, where necessary recommending changes in procedures and performance to the Police Committee;*
 - b. *monitoring the Police Committee's work in respect of conduct and appeals proceedings; and,*
 - c. *monitoring government, police authorities and other external agencies' policies and actions relating to professional standards and advising the Police Committee or Commissioner as appropriate.*
11. The Sub Committee will meet on the same day as the Police Committee on alternative meetings so 27 April, 13 July, and 2 November.

INTERNAL AND EXTERNAL APPOINTMENTS

12. The Committee also needs to agree the appointment of Members to various internal and external bodies for 2011/12. Last year's appointments were as follows:
- a) Streets and Walkways Sub Committee: Alderman Alison Gowman
 - b) Safer City Partnership: Simon Duckworth
 - c) Association of Police Authorities (APA): Simon Duckworth and Simon Walsh

13. It is recommended that the following changes are made to the appointments for 2012/13

- a) **Streets and Walkways Sub Committee:**
Alderman Alison Gowman
- b) **Safer City Partnership:**
Henry Pollard
- c) **Association of Police Authorities (APA):**
Simon Duckworth

Conclusion

14. This report seeks agreement to a number of internal and an external appointment.

Contact:
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Policy Manager
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Agenda Item 8

Committee(s):	Date(s):	Item no.
Police Committee	27 April 2012	
Subject: Special Interest Area Scheme 2012/13	Public	
Report of: Town Clerk and Commissioner of Police	For Decision	
<u>Summary</u>		
<p>This report sets out arrangements for the Police Committee Special Interest Area (SIA) Scheme for 2012/13 and requests Members to confirm appointments to each of the areas. The Scheme (attached at Appendix A) informs of key developments in each of the areas over the past year, highlighting where Member involvement has made a difference. It also gives an overview of the priorities for each special interest area over the next twelve months to assist the individual Lead Members to better scrutinise progress and measure success.</p>		
Recommendations		
It is recommended that:-		
(a) the Special Interest Area Scheme 2012/13 (attached at Appendix A) be agreed, noting in particular;-		
a. the achievements in the year 2011/12,		
b. the key priorities identified for the year 2012/13,		
set out in the respective area reports;		
(b) Lead Members be appointed for each area in the Scheme.		

Main Report

Background

1. The Police Committee has operated a Specialist Interest Area (SIA) Scheme since 2007 in accordance with the terms set out in Appendix A (page 1). The purpose of the Scheme is for Members of the Committee to have oversight of specific areas of City of London Police work and gain expert knowledge and expertise, thus enhancing the Committee's scrutiny and performance management role.
2. The Scheme operates through a direct liaison between lead officers at Force and Members. A contact in the relevant area of business is tasked to make

regular contact with their respective SIA Lead Members, keeping them informed of developments or issues which may arise throughout the year.

3. Lead Members are also expected to oversee the work that takes place, challenging and following up issues where necessary. Lead Members are encouraged to raise issues at the Grand Committee where appropriate to ensure that appropriate action is taken. The objective of the Scheme is not to give an 'operational' role to Members; instead, it is intended to boost the support which the Committee provides to the Force in delivering outcomes.

Current Position

4. The level of Member input in the areas increased over the past year and the feedback received on the operation of the Scheme in 2011/12 was very good indeed. Lead Members continue to maintain good working relationships with Force contacts and are developing more expert knowledge in their respective areas as well as following up issues more closely. Key achievements for each of the areas have been highlighted in the respective reports of the Scheme attached at Appendix A.
5. As it is customary every year, Members are asked to review the operation of the Scheme to ensure that the areas are appropriate for the Committee's business. A few changes are recommended to the 2012/13 Scheme and these are outlined on page
6. In addition to the above recommendations, Members' views are also sought on whether it would be preferable to have one single standard item on Special Interest Area Updates to replace every other standard item on the Police Committee agenda. This would ensure that Members have an opportunity to raise issues which arise from their meetings with the various lead officers.

Consultees

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

Conclusion

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

Background Papers:

Report on Special Interest Area Scheme to the Police Committee, 11 April 2011

▪ **Appendices** [Appendix A – Special Interest Area Scheme 2012/13]

Contact:

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City of London Police Committee

Special Interest Area Scheme

2012/13

INTRODUCTION

Aims & Objectives

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

How the Scheme will work

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

THE 2012/13 SCHEME

Proposed changes

8. The changes suggested below take account of the priorities for 2012/13 in terms of policing activity, and are designed to distribute the Committee's workload more evenly amongst Members.

Areas	Recommendation
Business Improvement and Performance management	To continue Suggested alignment with Chairmanship of Performance and Resource Management Sub-Committee
Professional Standards and HR	To continue Suggested alignment with Chairmanship of Professional Standards and Complaints Sub-Committee
Equality, Diversity & Human Rights	To continue, noting that it now also encompasses the Quality of Service.
Counter Terrorism	To continue
Specialist Crime	To discontinue due to workload demands
Economic Crime /Fraud	To continue Suggested alignment with Chairmanship of Economic Crime Board
Accommodation	To continue
Risk Management	To discontinue due to workload demands
Community Engagement	To continue Suggested separation of 'Business' and 'Resident' Leads.
City First	To continue Consideration to be given to alignment with Chairmanship of Performance and Resource Management Sub-Committee.
Public Order and Road Safety	To create a new SIA Area, reflecting the increased interest in Public Order as an area of policing and Roads Safety becoming a new Policing Priority in this year's Policing Plan

Business Improvement and Performance Management

Lead Member for 2011/12

Mark Boleat

Officer contact

Supt. Lorraine Cussen

020 7601 2201

Business Improvement

Developments in 2011/12

The Force has undergone a number of inspections and audits during the last year which have included:

- HMIC Integrity Inspection
- HMIC Anti- Social Behaviour Inspection
- HMIC Data Quality Audit
- HMIC VfM Profiles
- Office of Surveillance Commissioner's Inspection

In each case the findings and recommendations have been duly noted and relevant improvement plans drawn up where necessary to address areas for improvement. The HMIC Reports have been, and will continue to be, reported to the Performance and Value for Money Sub Committee (now Performance and Resource Management Sub Committee) of which Mark Boleat has been the Chair for the last year. He and other Members on the Sub Committee have provided valuable challenge and input in the areas reported on.

HMIC VfM Support and Challenge

The Force has been scrutinised by HMIC to ensure that it can meet the funding challenges in the medium to long term, this is being managed under the City First Change Programme the Lead Member for which is Alderman Ian Luder. There have been two visits to the Force in 2011/12 by HMIC when they met with the ACPO team, Senior Managers and key Police Committee Members including the Chairman, Simon Duckworth, and Mark Boleat. Further visits are anticipated in the coming year.

Performance Management

Mark Boleat has chaired the Value for Money and Performance Sub Committee for the last 12 months (this is now the Performance and Resource Management Sub Committee) and as such has been a key individual in helping the Force shape the Policing Plan Priorities and measures for 2011/12 and 2012/13. Over the last 12 months the Force's Performance Management Group, of which Mark Boleat is a member, has performed a force challenge and scrutiny role to ensure Force measures remain effective, challenging and impact directly

on policing activity. Mark Boleat has actively challenged measures and been instrumental in effecting change at the most senior level of the organisation. He has been personally involved in helping to shape and hone relevant measures for Economic Crime, which is a challenging area for which to capture meaningful performance data.

During 2011/12 the force arranged a schedule of meetings and workshops to discuss and develop the Policing Plan for 2012/13. Two meetings were arranged with key Police Committee members to discuss Force recommendations in September and December 2011. These meetings were very productive and resulted in the Policing Plan being revised and finally agreed by Police Committee and the Value for Money & Performance Sub-Committee.

Milestones for 2012/13

During 2012/13 a new schedule of meetings will be arranged with the newly appointed Lead Member for Performance and other key members of Police Committee, to discuss Force performance and Policing Plan measures for 2013/14.

Over the next 12 months the Force is aiming to develop a new Performance Framework. It aims for this to be implemented from April 2013. Work is currently being undertaken to review the meeting structure for the Force and consult with key stakeholders to ensure that the framework is fit for purpose, avoids duplication and sets out clear Terms of Reference for each meeting. This will ensure that performance is discussed at the correct level within the organisation. This new framework should reduce the number of meetings that senior staff need to attend. Each new Directorate within the City First Programme will then have an opportunity to review their priorities and measures, linking into Force priorities and measures. The Performance Framework aims to change the culture of the organisation, where everyone understands their role and how others may depend on their specific area to achieve results.

Human Resources and Professional Standards

Lead Member for 2011/12	Alderman Simon Walsh
Officer contact	Supt. Andrew Mellor, Head of PSD 020 7601 2203 HR Manager, 020 7601 2230

Human Resources 2011/12

Workforce Planning

- HR has implemented a number of changes to the way in which it carries out Workforce monitoring and planning, in support of the City First Programme. This is to support the need for efficiency savings through a reduced sized Force.
- A new Budgeted Post Board has been set up to ensure that matters relating to workforce planning and its impact on the organisation are strategically managed.
- An HR Strategic Assessment of organisational needs is being undertaken looking at demand and skills.

Volunteers

- Work has been ongoing to increase the numbers of volunteers within the Force.
- A co-ordinated and consistent approach to recruitment processes for Volunteers has been introduced, which includes comprehensive induction and support frameworks.
- The Force currently has 22 volunteers throughout the Force in areas such as Force Museum, the Mounted Branch (Stables), and Wards Policing Administration.

Collaboration opportunities with strategic partners

- A shared services approach to the provision of Occupational Health Safety and Welfare is being project managed with the City of London Corporation.
- Closer working and use of knowledge management and governance with the Metropolitan Police Service on First Aid Training provision is being undertaken.
- Scoping and initial evaluation of Force-wide Learning and Development opportunities with the British Transport Police is also well underway.

Capability and attendance

- Continuation with the Force's robust approach to dealing with poor performance and sickness for both police officers and police staff has reaped rewards. Processes have been developed to ensure that all performance cases are reviewed, robustly managed and lessons learned. Levels of sickness have again dropped when comparing year on year statistics. This is reported formally to Police Committee or relevant Sub Committee.
- Closer working practices between HR and the Force Professional Standards

Department has resulted in a more co-ordinated approach to the implementation of Police Officer 'Unsatisfactory Performance Procedures'.

- HR has developed and delivered an on-line system of time management, which enables all officers and staff to record their hours of work and overtime claims.

2012/13

Support to the City First Change Programme

- Work is continuing to support the City First Change Programme. This includes the preparation of a comprehensive package of support to managers and staff in the implementation of organisational changes through the Change Programme.
- Work also continues to ensure that all statutory consultation processes are correctly undertaken, in association with the City of London Corporation. This is managed through a newly created City first HR Implementation Board that will oversee all organisational changes proposals, once agreed.
 - HR will continue to provide relevant support for the Change Programme internally and work with CoL to ensure policy and process are complied with.

Collaboration

- The Force will continue to look at collaborative options with CoL and BTP in service delivery.

Professional Standards Department (PSD) 2011/12 and 2012/13

Professional Standards and Complaints Sub Committee:

- Henry Pollard (Chairman), Simon Duckworth (Deputy Chairman) and Members of the Sub Committee continue to provide challenge and scrutiny of the Force's Complaints and Professional Standards business through the Sub Committee.

Centurion:

- The IT recording system used for complaints/conduct matters, Centurion, has been expanded to allow PSD Directorate Single Points of Contact (SPOCs) access, although limited, gives the ability to update and manage locally assigned cases allowing more investigations to take place at local management level.
- The HR SPOC will shortly have expanded access to allow Centurion to be used to provide a central database for all grievances, Employment Tribunals (ETs), Unsatisfactory Performance Procedure (UPP) and personal injury claims alongside complaint/conduct matters.

City First Change Programme:

- Discussions are continuing over potential collaboration with the British Transport Police this will be pursued in 2012/13.
- Further proposals have been submitted for consideration over a possible internal restructuring of PSD to realise savings in staffing costs

Legislation and Crime Commissioners:

- With the advent of the Police Reform and Social Responsibility Act most Forces will see the introduction of elected Crime Commissioners and Crime Panels who will take over from local authorities in overseeing policing. The CoLP sits outside this legislation.
- New conduct regulations due to be enacted in November 2012 will change how complaints, and in particular, Local Resolutions are identified and handled.

HMIC 'Without Fear of Favour'

- The HMIC 'Without Fear or Favour' report was published in December 2012. This gave national feedback on integrity and associated processes within the police service. This also gave a 'self-checklist' for forces to carry out a self-assessment ahead of HMIC re-visiting forces later in 2012 to identify progress. Some areas for improvement have been identified and an improvement plan has been developed to address these.
- This has been reported to Police Committee (April 2012) and further updates on progress will follow after the re-inspection later in the year.

Organisational Learning Forum (OLF)

- The OLF has expanded in remit to cover all areas of the Force including IPCC feedback and external issues that may impact on the CoLP.
- This is now the main strategic meeting for all learning and includes input from Committee Members for the special interest parts of the business.

Winsor Report

- As a result of the Winsor Review the financial circumstances of a number of officers may change, this may have the impact of increasing the risk of vulnerability, corruption, coercion and bad practice.

Equality, Diversity and Human Rights (EDHR)

Lead Member for 2011/12

Alderman Alison Gowman

Officer contact

Insp Ashlie May, 020 7601 2570

Developments in 2011/12

Equality Act - A new combined QoS and EDHR Force Strategy has been written with the support and guidance of Police Committee Lead, Alderman Alison Gowman and in consultation with Helen Marshall (who was the Police Committee lead on Citizen Focus which is now part of this one interest area). The Action Plan that supports the strategy is at a draft stage and will be finalised shortly in order to ensure that the Action Plan is fit for purpose and that EDHR continues to be integral to the provision of high quality services with the implementation of the new force model. This Action Plan will absorb the current task group action plans into a more co-ordinated strategy.

Lokahi -The Lokahi Action Plan is now being led by the Head of Human Resources following a review of the original actions with Alderman Gowman and the EDHR Manager Nagina Kayani. Having independent advice and drawing upon their knowledge and skills has been invaluable in the creation of a far more robust and organisationally stretching document.

Equality Standard and Public Sector Equality Duty- The force achieved Baseline for the Equality Standard for the Police Service. Kent and Essex Police assessed the evidence in February 2012. The force also complied with their legal obligations to publish on the external website a range of information that demonstrated compliance with the Equality Duty by 31st January 2012. The information is divided into service delivery and employment data. This information will be updated every quarter.

IAG- The IAG held a workshop in November 2011 entitled 'Working well as an IAG'. This was to forge greater links between IAG members. Senior police officers attended as well as Alderman Gowman who gave input as Lead Member for Police Committee. The workshop was then followed up with another meeting to discuss priorities and actions for the IAG for the forthcoming year.

In 2011/12, the force has also:

- Provided a comprehensive response to Leicestershire Police service (CC National lead) so that they could provide a national response to the ECHR Inquiry into Disability Related Harassment (Hidden in Plain Sight Inquiry).
- Signed up to the 'Stand by Me' campaign (Mencap Principles) in December 2011.
- Hosted the south-east NPIA Confidence and Equality Practitioners Network Meeting in December 2011.

- Won the National Police Force of the Year Award presented by the National Association of Muslim Police for it's work not just in the police service, but also in CoLP's community.

Milestones for the coming year 2012/13;

- Promote the new Quality of Service and EDHR Strategy to staff and the community.
- Progress the Force Quality of Service and EDHR Action Plan through the new QoS and EDHR Board.
- Develop new actions within the Action Plan responding to local and national developments in support of the force priorities.
- Publish the Force Equality Objectives.
- Publish quarterly equality data reports on the external website to allow both public access and scrutiny by the EHRC.
- Ensure EDHR issues continue to be effectively supported within the New Policing Model.

Counter-terrorism

Lead Member for 2011/12	Simon Duckworth
Officer contact	Dermont Robinson

Security Classification – This report is of redacted format due to the non-protective marking of this document. Personal briefings on CoLP CT activity can be provided to appropriately vetted (SC +) Members.

Achievements in 2011/12

- The Force has worked closely with the Lead Member, Mr Simon Duckworth for bids for both Dedicated Security Post and Capital City Funding for the next financial year (2012/2013). The initial award under DSP was £8.3m, however Mr Duckworth was proactive in canvassing Ministers and the Home Office, and as a result the final award was raised to £8.6m it should be noted that Mr Duckworth's involvement in this process has been crucial.
- In relation to the Capital City Funding bid, Mr Duckworth attended key meetings with the Force and business consultants to build the business case to the Home Office. Indications are that the bid has been well received and further consideration is being given by the Home Office for funding which may be provided through this means in 2013/2014.
- Mr Duckworth has played a key role in the Force's CT Strategic Forum chaired by the Assistant Commissioner throughout 2011/12.

Over the last twelve months the following work of note has been undertaken:-

- Counter Terrorism training days were delivered to frontline police officers and PCSOs over a six-week period in March and April. The purpose of these was to refresh knowledge of procedures and best practice when dealing with suspected terrorist incidents. Further briefings have been delivered periodically throughout the year either to update or brief on recent incidents and emerging trends.
- Behavioural assessment training was delivered to a trial group of officers in October. The course teaches how to identify unusual behaviour that may be indicative of nefarious activity. Through deployment of such trained staff stop and search operations can be used in a more focussed and efficient manner. Further courses are planned for the forthcoming twelve months.
- The Counter Terrorism section has made significant progress in engaging with small and medium enterprises (SMEs). Through such engagement SMEs are being briefed about a

range of CT issues, such as hostile reconnaissance. A bespoke newsletter has been formulated and is now being circulated monthly in the lead up to the Olympics, feedback is being sought and the frequency may be adjusted post Olympics.

- A review of entry point policing has been undertaken with CPNI (Centre for the Protection of National Infrastructure). The review involved covert assessment of entry point policing and engagement with officers and the community. A series of recommendations have been presented to the Assistant Commissioner. Over the next 6 months work will be undertaken to adopt many of the proposals, over this period there will be a programme of training and briefings closely aligned with an extensive Corporate Communications strategy.
- Counter Terrorism in the City has also been subject to a Peer review, conducted by the Metropolitan Police. The review has highlighted the exemplary initiatives and projects already being delivered. A number of recommendations have been forthcoming, the majority of which are being addressed in over the next six months.

Challenges for 2012/13:

- Security Planning for the Olympics and Diamond Jubilee
- Meeting the Policing Plan Targets for CT
- Dealing with any unplanned/ spontaneous incidents of domestic extremism and terrorism
- Implementing the changes required by the City First Change Programme
- Operating with reduced budgets

Specialist Crime (except Counter-terrorism and Public Protection)

Lead Member for 2011/12

Henry Pollard

Officer contact

Det Chief Supt Ken Steward, 020 7601 2301

Achievements in 2011/12

Central Detective Unit (CDU)

The CDU has had a productive year in its own right and in support of other Directorates of the organisation. Significant sentences following high value burglaries within the City, dismantling of Organised Crime Groups involved in the counterfeiting of the currency and numerous and substantial drug seizure operations have been amongst the successes for the unit in the past year.

The CDU has also lent specialist covert operational support to the Major Investigation Team in a sting operation to arrest a team of violent blackmailers. They have supported Territorial Policing in dealing with an organised crime group who repeatedly targeted a City Gold Trading company.

Challenges over the past year have included the diversion of resources to assist in the policing of organised protest. Challenges for the forthcoming year, will be to maintain the high rate of delivery provided by the CDU with increased pressure upon staff and resources whilst providing resilience to the policing of the 2012 Olympic period.

Public Protection Unit (PPU)

The PPU covers a wide spectrum of high risk policing areas for the organisation and the last year has been no different. Organisational targets for the reduction and detection of violent crime, which includes incidents of domestic violence, has been challenging.

The night time economy and alcohol continue to play a part in the investigation of offences of sexual assault and domestic incidents and requires officers from the unit to use all of their investigative experience in picking through events and CCTV from around the City.

Challenges for the forthcoming year will be to improve the integration of the PPU with other departments in the forthcoming Crime Command structure under the City First Change Programme. It is anticipated that the Olympic period will also place extreme pressure on finite resources for dealing with vulnerable witnesses and victims.

Covert Authorities Bureau

2011/12 has been another excellent year for the Central Authorities Bureau receiving an excellent rating and report from the Office of Surveillance Commissioners Inspection, with

only one recommendation for improvement. The Unit will strive to maintain this standard during 2012/13 which will be more challenging owing to the demands of the Olympics and Diamond Jubilee.

Surveillance Team and Technical Support Unit

These teams have had some excellent results supporting the majority of proactive operations in the Force, National Lead Force, and other agencies such as the Drugs Enforcement Agency. The teams are now working towards supporting potential deployments during the Olympics and Diamond Jubilee.

Force Intelligence Bureau

This has been a very challenging year with the FIB have had to support daily business as usual, along with significant challenges around public protests/demonstrations/riots and Occupy LSX. This challenge remains, along with the additional work for the Queens Diamond Jubilee, and the Olympics. The City First Change programme will support improvement in processes and brigading of assets to underpin the ethos of doing more with less but still doing today's business today.

Dedicated Source Unit

This unit has seen an excellent year of servicing the needs of the force, other agencies and nationally (Lead Force ECD), it has also been successful in supporting and deploying in Europe in some ground breaking deployments and intelligence gathering particularly concerning Boiler Room Frauds.

Scientific Support Unit

This Unit has maintained the high performance levels into 2011/12. the numbers of Scenes of Crime incidents' logged onto the SSU case management system has shown a steady increase. In 2008 this stood at 1535, in 2009 increasing to 1639 (+7%) in 2010, to 1814 (+11%) and in 2011 reaching 2302 (+26%). For actual scene visits this also continues to increase i.e. in 2011 increasing by 24%.

The Fingerprint Bureau has dealt with 80 out of 81 case submissions in the required timeframe, which equates to approx 99% of the target being met. Improved work processes have been identified and developed significantly, which produced a 60% increase in positive identifications for the year 2011.

Challenges for the year ahead include the implementation of the City First Change Programme, operating with significantly reduced budgets and exploring further collaborative options with the British Transport Police.

Criminal Justice Unit

The CJU continues to support the work of the Force in particular the CDU and MIT. Witness care have made good use of the car provided by City of London Crime Prevention Association to transport witnesses to court where there has been the threat of hostility, concerns about vulnerability or intimidation witness, mobility issues or reluctance to attend court.

As a result of the work undertaken by the enquiry team in the traffic section some notable successes this year include:

False ID given for a camera related offence - Guilty plea, 4 months imprisonment.

5 cases where defendants admitted giving false information on the NIP, accepted simple cautions for the offence of perjury under Section 5 of the Perjury Act 1911.

Priorities for 2012/13:

The restructure of HMCTS and the forthcoming restructure of CPS will present significant challenges for CJU. Of prime importance will be the reestablishment of strong partnership relationships. As will continued working towards electronic file transfer throughout the criminal justice arena and organisational changes as a result of City First.

Major Investigation Team (MIT)

The Major Investigation Team is responsible for offences of homicide and the investigation of other major crime.

OP Pandora. In partnership with Lewisham MIT and OP Trident, six suspects were charged and currently awaiting trial for their part in the murder of a seventeen year old victim in Norwood and the shooting of an automatic weapon in Charterhouse St, London.

OP Woodstar. A Barbican resident was violently stabbed resulting in the offender being arrested and receiving five years in custody.

OP Dapper. A City employee was robbed at gun point in the street. The suspect was identified via forensics and is currently awaiting trial.

Challenges for 2012/13.

Maintaining a high standard of criminal investigation with fewer resources.

Ensuring that the Force is able to provide an efficient and effective response to major incidents during the Queens Jubilee and Olympics.

Ensuring that those arrested following serious public disorder within The City are investigated effectively and brought to justice.

Economic Crime / Fraud

Lead Member for 2011/12

Mark Boleat

Officer contact

Det Chief Supt Stephen Head, 020 7601 6801

Background: The portfolio encompasses both the Force's response to economic crime within the Square Mile and, more widely, its work as the Lead Force for Fraud.

Achievements in 2011/12:

Member involvement

- **Insurance Fraud Enforcement Department (IFED)-** Mark Boleat was instrumental in the early stages of development of this project. This involvement continued until the Unit was set up in January 2012. He maintained a keen interest and facilitated meetings with various stakeholders to overcome significant challenges.
- **Fraud Training Academy-** Mark Boleat provided a constructive critique of the original business case developed by the Force for the Fraud Training Academy. He also provided advice and guidance on developing a professional approach to putting a more developed business case together using approved consultants.
- **Performance Framework-** Mark Boleat worked with the Economic Crime Directorate (ECD) Senior Management Team in the developmental stages of a new performance framework providing challenge and guidance. He also provided further challenge as Chair of the Value for Money and Performance Sub Committee (now Performance and Resource Management Sub Committee) to which reports on ECD performance are submitted.

Other ECD achievements 2011/12

Performance

- Due to the Force's participation in a Home Office crime reporting pilot (*Action Fraud*), the number of recorded fraud offences fell during the year from 585 to 290 (fraud statistics are now centrally recorded by the National Fraud Authority). However, cases under investigation remained relatively stable – 332 as opposed to 395 in 2010/11. Similarly, the value of fraud under investigation was maintained (£4 billion in comparison to £5.1 billion in 2010/11).
- The Force achieved its Policing Plan target to increase cash seizures by 50%. In total, 45 seizures were made during the year against 26 in 2010/11. The Force also secured its largest civil asset recovery to date; a case undertaken by the Overseas Anti-corruption Unit (OACU) resulted in a civil recovery payment of £1.6m.
- The Policing Plan target 'to apply for either Forfeiture or Serious Crime Reporting Orders in all top tier investigations' was met, as was the target 'to develop fraud prevention strategies and support the intelligence requirement of economic crime agencies'; the latter was achieved in partnership with the National Crime Agency.

- The Policing Plan target ‘to develop a mechanism to understand fully the application of financial fraud in Cyber crime’ was met with the launch of a new cyber team within the National Fraud Intelligence Bureau (NFIB).
- In terms of external scrutiny, the Economic Crime Directorate achieved its Policing Plan target to meet 95% compliance with ACPO Protective Services minimum Standards (96.2% compliance).
- Lastly, the Policing Plan target ‘to increase the number of suspects charged with fraud offences’ was not achieved. Charges fell by around 50% - attributable in part to difficulties in obtaining prosecution decisions from the Central Fraud Group. CPS performance has been the subject of meetings between the Force’s ACPO team and the Central Fraud Group; a new system of oversight has been introduced to address this issue.

Projects

- **IFED** - In January 2012 the Force launched a new public/private initiative aimed at tackling insurance fraud. The Insurance Fraud Enforcement Department (IFED) is funded by the Association of British Insurers with 34 staff members dedicated to this area of work. Lead Member involvement detailed above.
- **Cyber crime** - Through a joint undertaking with the National Fraud Authority, the Force enhanced the *Action Fraud* reporting system to capture cyber-criminality. Five additional members of staff were recruited to supplement the NFIB – working solely on cyber crime.
- **Economic Crime and Fraud Training Academy** - The Force’s delivery of high quality fraud training was extended with the launch of a new prospectus and the recruitment of additional training staff. Course bookings are significantly higher for 2011/12 – an incremental rise in advance of developing an off-site academic facility. Lead Member involvement detailed above.
- **Lead Force performance framework** - A Business Performance Team was established to drive forward the development of a new performance framework for its lead force activities. The framework has been developed with the assistance of an external performance specialist and through significant stakeholder consultation and rigorous Lead Member scrutiny.
- **Lead Force programme** - In order to deliver of the Force’s aspirations for its lead force capabilities, an external programme manager was recruited and a board convened under the chairmanship of Commander Ian Dyson.
- **Regionalisation** - As ACPO’s lead on economic crime, Commissioner Leppard secured both Home Office funding and cross-force support for a new regional fraud capability. Fraud Intelligence Officers will be introduced to all ACPO regions in 2012/13 – a precursor to the establishment of an aligned network of enforcement teams (funded by the Home Office and banking industry).
- **National Crime Agency (NCA)** - The Force took an active role in assisting the NCA to build its economic crime capability. Both Commissioner Leppard and Commander Dyson were appointed to the NCA’s Economic Crime Coordination Board (ECCB) and the force agreed to chair two of the board’s three sub groups: the Economic Crime Operations

Group (ECOG) - coordinating joint operational deployments across the enforcement community and the Economic Crime Intelligence Group (ECIG) which coordinates the prioritisation of key thematic areas for intelligence development and intelligence joint working.

Priorities for 2012/13:

- **Operational Delivery** – In the early part of the year, the Force will be establishing a project team to oversee the introduction of Regional (fraud) Intelligence Officers, which will be in place later in the year. It also aims to complete the development of standardised case acceptance criteria and protocols. Work will also continue to prepare for the introduction of regional investigation teams (in partnership with the Home Office and banking sector) by 2013/14.
- **NFIB** - The services offered by the NFIB to both public and private stakeholders will be enhanced with a focus on reducing opportunities for fraud through data sharing.
- **Fraud Training Academy** - A model for establishing a new off-site academy will be developed. This will expand, significantly, the scope of the Force's ambitions to improve the quality of fraud investigation both nationally and internationally.
- **Action Fraud** - The Force will be working closely with the National Fraud Authority to roll out the *Action Fraud* reporting system across all 43 Home Office forces.
- **Olympic Games** - Whilst the Economic Crime Directorate's bid for bespoke Olympic funding was unsuccessful (investigating games related fraud), plans are in place to support the Metropolitan Police if there is a spike in fraud related activity.
- **Economic Crime Board**- Member involvement and scrutiny will increase through the creation of the Economic Crime Board. The first meeting is planned for June 2012.
- **Project Exchange** - In order to improve the effectiveness of economic crime investigation - and to build stronger links with City's financial community, the Economic Crime Directorate will be building on the Force's Police Support Volunteer initiative.
- **Funding arrangements** – A project to cost the services provided by the Force under its national fraud responsibilities will be undertaken – providing the Police Committee with a better understanding of the impact of external funding streams. It is envisaged that the Lead Member will provide oversight of this work and report back to the Grand Committee in the future.

City First Change Programme

Lead Member for 2011/12	Alderman Ian Luder
Officer contact	Commander Ian Dyson

Activity during 2011/12

Lead Member, Alderman Ian Luder and Ignacio Falcon from the Town Clerk's Department of the City of London Corporation have attended and given input to the City First Change Programme Board meetings on a monthly basis since February 2011. They have provided guidance and challenge on a number of issues. Member workshops have also been held in July and October 2011. Regular City First Update reports have been submitted to Grand Committee for the information of Members.

- The change programme was developed to mitigate the financial gap as a result of the CSR 2010-14.
- A Chief Superintendent Programme Director was appointed under the Programme ACPO Lead, Commander Ian Dyson.
- A Programme Team was put together using mainly CoLP resources with some specialist programme management and financial skills brought in.
- The Force conducted work throughout the Summer of 2011 to focus on function rather than structure to identify the best means of service delivery for the City of London.
- A number of workstreams have been completed including workshops with Staff and Members. Five operational workstreams were created under the leadership of the Chief Supts. to enable the review of services to focus on core operational functions. (Prevention, Response, investigation, intelligence and information and Lead Force Fraud).
- Staff have been kept informed through a comprehensive communication strategy throughout the programme including intranet updates, ACPO led briefings and other staff briefings.
- As part of the programme a number of collaborative opportunities have been identified for further development with the BTP, MPS, City of London Corporation (CoL) and other partners, including provision of Training, Scientific Support Unit, Dog and Mounted options, provision of IT services and provision of support services.
- A number of comparisons and peer reviews have been conducted with other Force's and organisations to ensure that CoLP is identifying and implementing best practice and good value for money in the new Force model.
- A series of ACPO led Challenge Workshops have been held to challenge the operational models put forward by the Chief Supt. Leads form January –March 2012
- The City First Change Programme Board, chaired by Commissioner Leppard has provided challenge and scrutiny and executive decision making for all areas under the programme : Programme management; Operational Policing Model; Support

Services; Collaboration; Financial planning and headcount management plan ; HR processes and procedures and latterly, implementation and accommodation.

Activity for 2012/13

- Phased implementation of the new Force Model from April 2012.
- Chief Superintendent Rob Bastable has been appointed as Programme Director for the Implementation phase under the leadership of Commander Ian Dyson.
- Creation of City First Implementation Board, chaired by Commander Dyson.
- Publication of the new Force Model in mid April.
- The formal consultation process with Staff to commence formally in April after publication of the model.
- ACPO Briefings to staff from 18th April.
- HR Process to manage development of new job descriptions and evaluations by CoL and process to manage assimilation and recruitment of staff. (This will be phased).
- Further development of collaborative opportunities with BTP, MPS, CoL and other partners.
- Detailed scrutiny and analysis of Non Pay Expenditure by and ACPO led management group (April 2012).
- Continuation of monthly City First Programme Board until July 2012 (at least). With continued Lead Member involvement.
- Continuation of comprehensive Communication Plan for both internal and external stakeholders.
- A review of the Force's accommodation needs for the new model.
- Provision of updates to Police Committee.

Accomodation

Lead Member for 2011/12

Keith Knowles

Officer contact

Eric Nisbett, Director of Corporate Support, 020 7601 2202

Peter Young, Director of Corporate Property, 020 7332 3757

The City of London Police appointed DTZ consultants just before Christmas 2011 to undertake a review of the existing police estate and to propose a firm option as a way forward. Deputy Keith Knowles has provided valuable advice and guidance on the recruitment of consultants and has attended and contributed to Accommodation Project Board Meetings and meetings with the Director of Corporate Services. He has an ongoing role in this project in the coming year.

Achievements in 2011/12

Over the past year, the Force has: -

- Valued all of the existing police estate and taken a view as to their potential for development and or selling on.
- Identified 10 potential options / configurations.
- DTZ are currently working through the financial and qualitative appraisals for each of the 10 options. The first draft is expected by 30th March 2012.
- The current likely preferred option takes account of the City First initiatives and the future accommodation needs; in particular modern desk working ratios, IT functionality, accommodation needs for bedrooms to meet the Windsor Report etc, all of which will allow a reduced footprint.
- A preferred option will be reported to Members in June.
- The project assumes that assets will be realised to pay for the significant cost of works.
- There will be a mis-match in timing between capital receipt and necessary expenditure. Funding / development partner options will be considered in detail shortly with colleagues in Chamberlains.
- The Economic Crime Academy is a very important potential venture it is not to be considered in detail as part of this accommodation review but will run as a parallel project. Naturally, the sale of any buildings will not be recommended until the possible final location of the Academy is known.

Priorities for 2012/13:

- Early April 2012- DTZ report is due for release.

- Late April 2012 –Officer Project Board and report released to Chairman, and key CoL Officers.
- Early May 2012- Members workshop, with Police, CoL Officers and DTZ.
- 1st June 2012 Committee- Full report to Members.
- 20th June 2012- Projects Sub Committee.

Risk Management

Lead Member for 2011/12	Don Randall
Officer contact	Supt. Lorraine Cussen 020 7601 2201 Paul Adams, 020 7601 2593

Achievements in 2011/12

During 2011/12 the Force introduced a new process for quality assuring the information contained within the Strategic Risk Register. The Assistant Commissioner chaired a quarterly meeting to review and refine the Force risk profile and to provide assurance to the Commissioner that the controls put in place to manage each risk were at the level required and stated within the register. This maintained the use of the Force risk register template that had been agreed through input from the Lead Member for Risk Don Randall MBE.

As part of a bi-annual meeting attended by Don Randall, MBE, the quarterly review of Force risks allowed the Force to provide assurance and oversight into the management of the Force Strategic Risk Register. These meetings allowed the Lead Member to provide input into the mitigation actions for each risk and question the Force position before the risk register was formally submitted to Police Committee for their oversight. This process has allowed the Force to address any area of concern before the document was submitted to Committee and ensure complete oversight of the Force risk process was maintained by the Police Committee Lead Member.

Moving Forward

The Force is maintaining its quarterly overview of its risk management profile and a meeting timetable for 2012/13 has been provisionally agreed with the current Lead Member to ensure bi-annual oversight of the Force risk register is maintained.

As the Force implements its City First Change Programme, performance management and organisational Governance will be refined to operate effectively within the new Force structure. Any changes to the risk management process will be discussed with the Lead Member to ensure complete oversight is maintained with this function and any concerns resulting from changes can be addressed as quickly as possible.

Community Engagement

Lead Member for 2011/12	Don Randall
Officer contact	T/Superintendent Dave Lawes - 0207 601 2602

Achievements in 2011/12

The way in which Community issues are presented to Committee has developed during the last year. The Lead Member, Don Randall MBE, has worked closely with the Force on the quality of the regular updates.

The Lead Member chairs the London Resilience Business Sector panel. This links into the work of the London Resilience Partnership and contributes to the London Local Resilience Forum. The Force has actively participated in this forum, which has been particularly useful in identifying key business risks in the run up to the Olympics, and has ensured closer engagement with the business community, a priority for last year.

The City of London Crime Prevention Association has continued to provide approximately 150 attendees with regular briefings and updates on matters relating to Security, local crime issues and Economic Crime.

Engagement during the Summer Riots, (Op Kirkin) were given regularly by Community Alerts and through briefing from the Force's Special Branch where appropriate. Lessons were learned from this and a more joined up approach to cross border incidents has been adopted with joint messaging with the MPS.

Business Community stakeholders from the Paternoster Square Community were consulted at weekly meetings during the Occupy LSX movement's tenure at St Pauls. This was with the aim of maintaining communication with the variety of business interests in Paternoster Square and to consider these views whilst planning for any potential tent clearance, and being in a position to deal effectively with unfolding spontaneous events. This engagement proved to be extremely valuable and actively informed patrol strategies concerning vulnerable premises and sites.

Engagement with the wider community took place daily. Members of the community were encouraged to inform the police of any concerns or issues using the wards policing email address (community@cityoflondon.police.uk). (The Force has dealt with a number of complaints, which have either been addressed directly with the camp or referred to the appropriate partner agencies to deal with).

The Lead member raised some issues with the Force regarding the level of engagement in the lead up to the Corporation of London's clearance operation; although the Force's Ward team made phone calls to key security contacts, followed up by I modus alerts.

The lead member for community engagement has been pro-actively involved in the Forces new volunteer cadet scheme. The 8-week Induction programme has been designed and agreed with cadets attending their first session in February.

Some key themes continue to be presented at the Community Panel meetings: begging and Anti Social Behaviour feature regularly. The Force has had some key success working with the Safer City Partnership and Broadway to reduce the number of rough sleepers in the City area and dramatically increase the number of drug and alcohol referrals as a result of positive action taken with begging. This fits hand in glove with the coalitions plans and priorities to liaise and divert people away from the Criminal Justice system by setting up tangible healthcare pathways.

An open day was hosted at the Honourable Artillery Company on 14th February attended by 40 young people, the City of London Police and the Metropolitan Police.

Key issues for 2012/13

- The principal area of work for the next 12 months will be the implementation of the force-wide community engagement strategy. The plan is divided into three distinct areas, Strategic, Tactical and Operational engagement. They are underpinned by the community engagement strategies five principles.
- Neighbourhood Ward Profiles are currently being overhauled and developed in order that they dovetail into the engagement strategy, they will help inform patrol plans, engagement activity, post “ key individuals networks” and house detail regarding the most up to date concerns on each Ward
- Future engagement will need to communicate any changes where appropriate, to service delivery by the implementation of the City First Change Programme, whilst being in a position to improve local accountability under the provisions of the Police Reform and Social Responsibility Bill
- Provision of effective and timely community engagement during the Olympics period. The Lead member has been instrumental in setting up the Cross Sector Safety and Security Hub. This will be key to messaging for the Business Sector during the Olympics, it will be staffed from the Business sector and volunteers, with Officers from both the MPS and the CoLP, this dovetails into other emergency services led community engagement during the games.

Independent Custody Visiting Panel

Lead Member for 2011/12	Deputy Joyce Nash	
Officer contact	Clare Chadwick, Scheme Administrator	020 7332 1406
	Commander Ian Dyson	020 7601 2006

Background

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

The Panel will present its annual report to the June meeting of the Committee. The details below are a summary of the main issues dealt with in the last year.

Organisation

The City of London ICV Panel currently consists of 10 visitors who visit the custody suites at Bishopsgate Police station once a week and at Snow Hill, where the custody suite is only used for 'bailbacks' or as an overflow for Bishopsgate, at least 4 times a year. Deputy Nash attends the quarterly Panel meetings and, in addition, representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by staff from the Town Clerk's department.

Achievements in 2011/12

- **Chairman of the ICV Panel** – after 3 very successful years the Panel thanked Max Jack for his hard work and commitment over the past three years. He was the Panel's first Chairman and played a key role in establishing a well settled Panel and ensuring regular visits to the Force's custody suites. In the last year he took lead for the design of the new forms and to the importance of ensuring that the Custody Suites are visited regularly. At its meeting in July the Panel elected Peter Tihanyi as the new Chairman of the Panel.
- **Design of Custody Forms** – the Panel was keen to ensure that completing the paperwork was as easy as possible for the Visitors and that the appropriate information was easily available for the Administrator. The Forms have been redesigned with Max Jack taking the lead as well as taking into account best practice elsewhere and have been used from May 2011. These are being well received.
- **Custody Usage** – with the Panel keen to ensure the spread of visits to Custody Suites was appropriate to the volume of usage at particular times, action was taken to ensure that Visitors were provided with times of all visits made alongside the level of usage of the Custody Suites which has been provided by the Force. A comparative analysis showed that the timing of visits currently reflects quite well the level of the Custody Usage, with this monitored on a quarterly basis to ensure this continues to be the case.

- **Access to the Custody Suite** – entrance to the Suite has been an issue for the ICV Visitors who would prefer direct access to the Custody Suite. Their passes allow them to pass the front desk at Bishopsgate Police Station but, once they enter the Custody Suite, they have to wait until access is given to them by the custody officers. This is the case for all people awaiting entrance to the Custody Suite. This is done elsewhere in the country to ensure that the safety of all Visitors is paramount.
- **Introduction** – the issue of Visitor self-introduction to detained persons was discussed and in the first instance officers were given the opportunity to improve the introduction of Visitors. A significant improvement in the quality was noticed and the level of take-up by those in custody has increased as a result.
- **Custody User Group** – the new Chairman attended a meeting of the Force’s Custody User Group and was well received. He felt that its operational nature did not mean that the Panel needed to regularly attend.

Training – Throughout the year, Custody Visitors undertook a variety of training and learning exercises, including learning about the role of the Independent Advisory Group and its relationship with the City of London Police. With some Visitors expressing an interest in exploring alternative methods of training, an element of self-learning was also introduced to enhance the training process, with a number of refresher module tests and learning documents utilised by the Panel to renew their knowledge of various elements of the custody process. The Panel also learnt the correct procedure and rationale for handcuff usage in order to assist Visitors in understanding and assessing various comments made by detained persons interviewed. In addition, so as to further familiarise themselves with the custody suite and understand more fully comments made in Visitors’ reports, the Lead Member and two members of the Town Clerk’s department who service the Panel undertook a visit to the facility, where they were talked through various aspects of custody procedures by the Acting Chief Inspector for Territorial Policing.

Olympics Period - With the forthcoming Olympic and Paralympic Games in London expected to lead to a substantially greater volume of people in the London area, the merit of altering the Panel’s scheduled rota of visits over the Games period in the event of increased usage of the custody suite was debated. It was agreed that a greater number of visits would be undertaken during the period, and the wider discussion sparked by the debate culminated in acceptance of this principle being extended to cover other events as appropriate in future.

Healthcare Provision – with the change to a new service provider for healthcare provision in custody suites, the Panel took a particular interest in this issue, being keen to ensure that there was no deterioration in service level. Visitors monitored the issue closely throughout the year, feeding their concerns back to officers at Panel meetings, with their assessment taken in to account leading up to the decision to revert to the previous service provider.

In order to familiarise themselves with the custody suite and understand more fully the reports made by Visitors, the Lead Member accompanied by the two staff from the Town Clerk’s Department who service the Panel undertook a visit

Priorities for 2012/13

Some of the areas the Panel will look at the following areas during 2012/13 include:

- Training – to continue with refresher training as well as specific issues such as detainees held under Code H and Mental Health
- Greater involvement with the national Independent Custody Visit Association
- To provide an enhanced number of visits during the Olympics period
- To monitor the introduction of self-introduction elsewhere

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Agenda Item 9a

Committee: Police	Date: 27 th April 2012	Item no.
Subject: Community Engagement Update	Public	
Report of: Commissioner of Police POL 22/12	For Information	
<u>Summary</u>		
<p>At your Committee on 16th March, it was noted that as a result of a discussion at the Committee/ ACPO Leadership meeting on 2nd March, this regular report would contain only details of issues being raised at Ward Level and what the Force response has been to these issues where appropriate.</p> <p>The Force undertook appropriate and proportionate engagement in relation to the policing operation to support the City of London Corporation eviction action at the St Paul's Camp.</p> <p>Begging is still featuring as a priority at the Ward Panel meetings and the Force is taking positive action with relevant partners to address this.</p> <p>Officers have engaged with community members on Portsoken Ward regarding Anti Social Behaviour on the Mansell St Estate. As a result Level 1 Tasking have increased patrols in this area with good effect. All other Wards concerns are detailed at Appendix A. It shows numbers of actual incidents dealt with by CoLP and actual numbers of issues raised by members of the Community at Panel meetings and through other engagement with Ward Officers. The correlation is clear.</p> <p>Details of significant meetings and events from this reporting period are in Appendix B for the information of Members.</p> <p>Recommendations</p> <p>It is recommended that the report be received and its contents noted.</p>		

Main Report

Background

1. At your Committee on 16th March, it was noted that as a result of a discussion at the Committee/ ACPO Leadership meeting on 2nd March, this regular report would contain only details of issues being raised at Ward Level and what the Force response has been where appropriate.

Occupy LSX

2. The Lead Member for Community Engagement raised some concerns with the Force regarding the level of engagement around the City of London Corporation action to clear the tents at St Paul's and the associated policing operation to support this. A general message had been sent on the 24th February to the Community regarding the decision not to allow the protesters to appeal. The Ward Team did make phone calls at the point of commencement of the eviction (i.e at midnight on the 27th /28th February) to the Security contacts for the stakeholders in and around the camp area who might be directly affected by the eviction action. This was followed by an I-modus alert once the eviction was underway.
3. Members will be aware that this was a Corporation led action, supported by the Force and engagement was proportionate in order to maintain integrity of the operation and to minimise the risk of disruption of the operation by the protesters. Regular Intelligence updates regarding the Occupy group and its movements continue to inform the Force's community engagement.

Other issues raised at Ward Level (see Appendix A for full Ward breakdown)

4. Begging consistently features in the concerns expressed at the Force's two-monthly Community Panel Meetings (CPMs). In response to this issue, Territorial Policing has launched an anti-begging initiative (Operation Reach) in partnership with the Metropolitan Police and the City Corporation's preferred rough sleeper outreach charity – Broadway.
5. Response groups, Wards officers, Police Community Support Officers (PCSO's), Support group and Crime Squad have been taking positive action. The Safer City partnership drug workers have provided

comprehensive briefings to officers including locations and identities of beggars allowing arrest and subsequent drug treatment. This has been immensely useful in building an effective operational partnership.

6. Leaflet drops have been run at mainline stations in conjunction with Wards for 'Your Kindness Can kill' anti begging leaflets, informing the community and beggars 'customers' of the appropriate aid agencies available.
7. The number of drug assessments for beggars has been monitored during the first three weeks of February (31/01/2012 to 24/02/2012) and the Safer City Partnership has provided the following results:
 - There were 17 arrests of 16 individuals.
 - Of the 15 tests carried out; 2 were positive for cocaine and 13 were positive for both opiates and cocaine.
 - 100% of these individuals attended and remained for their initial required assessment with the City Arrest Referral Workers.
 - Of the 16 individuals; 7 were already in treatment and 8 were referred back to the DIP team in their area of residence for a follow-up assessment.
 - Of those referred for a follow-up appointment; 6 have already attended and one is due to attend

East Area (Portsoken Ward)

8. Issues in relation to regular Anti Social Behaviour on the Mansell Street Estate have been raised at Ward Meetings, in addition to regular engagement with the Ward Constable PC Innes. To address this, additional patrol activity has been sanctioned through level 1 tasking which has seen a decrease in rowdy youths (from other estates) congregating on the landings and increased community re-assurance. PC Innes and PCSO Khader additionally accompanied the Bengali Womens Group to the Hajj exhibition at the British Museum.

South area

9. South area concerns have included complaints about inconsiderate behaviour of skateboarders in the Knightrider Street area of the Bread Street Ward. PCSO patrols have been increased resulting in a dramatic reduction of incidents.

West Area

10. Concerns continue to be raised in relation to Castle Baynard Ward and Bread Street Ward, regarding the noise from licensed premises primarily in Carter Lane. Regular licensed premises visits have been undertaken and mandated at level 1 tasking. Inspector Thomas (Licensing) is collating material for a review. The frequency of incidents has reduced.

North Area

11. The largest numbers of concerns regarding anti-social behaviour (both alcohol and non alcohol related) are raised in this area; they are borne out by the actual number of incidents recorded, primarily in the Bishopsgate corridor. The top ten licensed premises lists are produced weekly and bids have been made at level 1 tasking for regular visits and patrols. The Easter patrols resulted in a low number of incidents for both violent crime and anti social behaviour. Cripplegate Ward has raised concerns at a Community Panel meeting regarding the use of police sirens through the Beech Street Tunnel. T/PS Jim Green has raised the matter sensitively with residents and Officers, and satisfactorily resolved the issue with clear operational guidance for the future.

Counter Terrorism

12. Recent CTSA engagement identified a hard to reach part of the business community, in relation to Small and Medium size Enterprises (SME'S). They had not been captured in the project Griffin and Argus security loop, despite their significance to the square mile and beyond. The new City Business connect newsletter attracted very positive feedback, resulting in planning night time Argus presentations for those businesses that cannot release staff during business hours, the first of these is planned for Royal Exchange at their close of business. SME surveys will soon be circulated, which will inform the CoLP of their precise individual requirements.

Significant meetings /events

13. Details of significant meetings and events from this reporting period are in Appendix B, for the information of Members.

Conclusion

14. This report informs Committee members of community engagement activity undertaken by the Force at Ward level.

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Community Concerns By Ward	Rowdy/Inconsiderate Behaviour Alcohol Related (Actual Incidents)	How Many Issues Raised By Community	Rowdy/Inconsiderate Behaviour Non - Alcohol Related Actual Incidents	How Many Issues Raised By Community	Begging/ Vagrancy (Actual Incidents)	How Many Issues Raised By Community	Violence Against Person (s) (Actual Incidents)	How Many Issues Raised By Community	Malicious Communication (Actual Incidents)	How Many Issues Raised By Community	Noise (Actual Incidents)	How Many Issues Raised By Community	Drugs (Actual Incidents)	How Many Issues Raised By Community	TOTAL	
Aldersgate	3	2	9	5	4	3	0		0		0		0		16	
Aldgate	1	1	3	1	2	2	0		0		2	2	0		7	
Bassishaw	1	1	4	4	2	1	0		0		0		0		7	
Billingsgate	2	2	0		0		0		0		1	1	0		2	
Bishopsgate	32	21	28	28	9	6	3	3	0		1	1	0		70	
Bread Street	4	4	7	7	1	1	0		0		0		0		6	
Bridge	1		1	1	6	4	0		0		1		0		9	
Broad Street	1	1	2	1	3		0		0		0		0		5	
Candlewick	1	1	3	2	3	3	0		0		0		0		6	
Castle Baynard	14	14	14	14	8	8	3	1	0		4	4	0		32	
Cheap	7	5	9	5	3	3	0		1	1	0		0		19	
Coleman Street	5	3	4	4	12	12	0		0		0		0		19	
Cordwainer	1		6	6	1	1	1		0		0		0		6	
Cornhill	5	4	1	1	3	3	0		0		0		0		7	
Cripplegate	6	6	24	19	3	3	0		0		14	14	0		41	
Dowgate	1		2	1	4	4	1	1	0		0		0		6	
Farringdon Within	11	10	15	12	9	4	1		0		5	5	1	1	39	
Farringdon Without	8	8	8	8	3	2	0		0		4	4	0		19	
Langbourn	3	2	3	3	6	4	0		0		0		0			
Lime Street	1	1	1		2	2	0		0		0		0		4	
Portoken	5		4	2	7	7	0		0		3	3	1	1	17	
Queenhithe	1		5	5	5	5	0		0		2		0		7	
Tower	8	8	13	13	7	2	3	1	0		2	1	3		29	
Vintry	1		3	1	0		0		0		1		0		5	
Walbrook	4	4	1		0		0		0		0		0		5	
															Overall Total	383
		98		143		80		6		1		35		2	Community Raised Total	365

This table shows actual numbers of incidents dealt with by CoLP and actual numbers of issues raised at Community Panel meetings and through other engagement.

- North
- South
- West
- East

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Appendix B

City of London Crime Prevention Association (CoLCPA)

On 20th March 2012, officers from the Force delivered their regular crime and counter terrorism updates at the monthly meeting of the City of London Crime Prevention Association (CoLCPA).

The meeting included the following presentations:

An update on general crime issues, including the Force's crime reduction operations and Policing activity surrounding the Occupy LSX camp along with a Public Order Policing presentation.

Attendance at the London Resilience Business sector panel

The Force was represented at the London Resilience Business sector Panel on Monday 20th March 2012, chaired by the Head of Security for the Bank of England.

The panel provide a forum for discussion for resilience issues and their relevance to the business community. Specific Olympics updates were a key issue for this forum.

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Committee(s): Police	Date(s): 27 th April 2012	Item no.
Subject: HMIC Report - ‘Without Fear or Favour’ Integrity thematic Inspection		Public
Report of: Commissioner of Police POL 25/12		For Information
<p style="text-align: center;"><u>Summary</u></p> <p>As a result of integrity issues, mainly relating to the current and previous phone hacking enquiries, the police service has come under extensive scrutiny. This led to concerns about police integrity and corruption. Consequently, the Home Secretary commissioned HMIC to undertake a national inspection of police integrity. This report, ‘Without Fear or Favour’ was published on 15th December 2011.</p> <p>This report to your Committee outlines the recommendations made within the HMIC report and the current position for the City of London Police in managing integrity issues through its Professional Standards Department. There is very little national guidance on the areas scrutinised by HMIC and they are managed by local policy and standard operating procedures (SOPs) detailed in the report covering the main areas of:</p> <ul style="list-style-type: none"> • Notifiable associations • Gifts, Hospitality, Donations and Discounts • Business Interests • Unlawful and Inappropriate Disclosure of Information • Information Security • Purchase Card Usage • Media Relations (SOPs currently under review). <p>The HMIC Report contained a self-assessment checklist against which the Force has assessed its current arrangements. Some areas for improvement have been identified and the Force is addressing these through an action plan.</p> <p><u>Recommendation:</u></p> <p>It is recommended that the report be received and its contents noted.</p>		

Main Report

Background

1. In mid 2011 the Home Secretary, the Rt Hon Theresa May MP, wrote to Sir Denis O'Connor, HMIC, stating that the previous day in a statement to Parliament on the phone hacking enquiry a note had been made that this was not the only alleged example of corruption in the police service.
2. An announcement was subsequently made that HMIC had been asked to consider instances of undue influence, inappropriate contractual arrangements and other abuses of power in police relationships with the media and other parties; and make recommendations to the Home Secretary about what needed to be done.
3. The HMIC inspection was carried out across all forces using a variety of methods including interviews with PSD practitioners, focus groups with officers and staff from varying policing fields and examination of existing policies and processes.
4. Subsequently, a nation-wide inspection was carried out by HMIC resulting in the publication of the report 'Without Fear or Favour' released to the public on December 15th 2011.

Current Position

5. The report 'Without Fear or Favour' gave feedback on a national basis without individual forces being identified.
6. Included in this report were four main recommendations with guidelines as to timescales for action to be taken. The recommendations are as follows:
 - **Forces and authorities institute robust systems to ensure risks arising from relationships, information disclosure, gratuities, hospitality, contracting and secondary employment are identified, monitored and managed.** They should ideally do so on the basis of national standards and expectations – there are no geographical variables when it comes to integrity and there should not be local differences in standards. This work on national standards should be encouraged by the Home Office and promoted by leaders in the Service locally.

- **There should be clear boundaries and thresholds in relation to these matters. Such limits should be consistent and Service wide.** This in effect means identifying a clear message for staff on these issues as to what is acceptable, what is unacceptable and what areas of vulnerability to avoid. ACPO should lead this work in partnership with staff associations and those involved in police governance.
- **Training courses should include appropriate input in relation to integrity and anti-corruption. In particular, given the importance of leadership to securing high standards of integrity (a theme which runs through this review), the Strategic Command Course (in January 2012) and the High Potential Development Scheme should encompass these issues.** Chief Constables should review how much effort is being put into briefing their staff on the standards as to what is acceptable, unacceptable and on the areas of potential vulnerability.
- **Chief officer teams should review their corporate governance and oversight arrangements to ensure that those arrangements are fulfilling their function in helping promote the values of their force in the delivery of its objectives, and that they are, through their actions and behaviours, promoting the values of the organisation and making sure good corporate governance is seen as a core part of everyday business.**

Timescales

7. HMIC have stated in the report that it expects the Service to have detailed proposals in the above areas ready for consultation with all relevant parties by April 2012. An assessment relating to these matters should be conducted by HMIC by October 2012 to inform incoming Police and Crime Commissioners and Police and Crime Panels.
8. It was acknowledged that concerns that inappropriate police relationships represented endemic failings in police integrity were not borne out by the evidence examined by HMIC. However, the police service was not given a clean bill of health. Nationally few forces had these issues on their radar and the understanding of boundaries, checking mechanisms, governance and oversight in police relationships with others (including the media) varied hugely across the Service.
9. The report provided a 'Self Check' list of questions for forces to compare with their current arrangements and to provide areas for consideration, improvement and consolidation.

The City of London Police (CoLP) Position:

10. The majority of responsibility for scrutiny of these areas falls within the remit of the Professional Standards Department (PSD).
11. There are currently no national guidelines in relation to the majority of the areas examined by HMIC and so local policies provide the guidance for officers and staff.
12. The CoLP currently has Policies and Standard Operating Procedures (SOP) published for the following areas:
 - Notifiable associations
 - Gifts, Hospitality, Donations and Discounts
 - Business Interests
 - Unlawful and Inappropriate Disclosure of Information
 - Information Security
 - Purchase Card Usage
 - Media Relations (SOPs currently under review).
13. These are available for all officers and staff to view on the CoLP Intranet. A brief overview of each of the Policy areas is detailed below for the information of Members.

Notifiable Associations:

14. This currently relies heavily upon self-disclosure to PSD by staff when they become aware of what may be a 'notifiable association'. There is no definitive list of associations that are notifiable, this is decided by an objective test. This test is whether a reasonable person would perceive that the association could compromise:
 - Their integrity;
 - The integrity of others;
 - Their impartiality;
 - The criminal justice system;
 - The reputation of the CoLP;
 - The reputation of the wider Police Service.

15. A notifiable association would include a member of the media where there was an ongoing relationship of any nature with a member of CoLP staff.
16. Media contacts are dealt with under the Media Relations Policy and overseen by the Corporate Communications Office. These are subject to disclosure as media engagement and are subject of scrutiny by PSD and ACPO.

Gifts, Hospitality, Donations and Discounts:

17. This SOP provides guidance on giving and receiving of gifts, hospitality, donations and discounts to officers and staff. It is not intended that this SOP be prescriptive but should be used together with common sense and sound professional judgement by the individual and their relevant line manager.

Gifts:

18. CoLP staff may provide and accept gifts in order to:
 - Recognise appreciation of visitors to the force
 - Reflect customary exchanges between professional organisations
 - Recognise support and contribution to the policing effort of the force

Hospitality:

19. CoLP staff may receive official hospitality providing it meets one of the following requirements:
 - Hospitality involved when staff attend seminars, presentations and other functions in their professional capacity, or
 - In developing professional relationships with private/public organisations to gain support for, or further the development of, police related activity.
 - Accepting recognition of achievement in police related matters. Normally these will include:

- Invitations from commercial organisations to attend public, trade, professional or business events including opening ceremonies, trade shows, celebrations etc.
- Invitations to social or award events in recognition of support, advice or guidance provided.

Discounts and Benefits:

20. The SOP states -

‘No staff will seek to obtain, negotiate or accept any individual or team discounts or benefits by virtue of their employment (temporary or otherwise) with the City of London Police. If such benefit or discount is offered to an individual or team it should be referred to the Human Resources Directorate or Federation for further advice.’

Donations:

21. The SOP states -

‘Staff must not accept money in the course of their duties under any circumstances except as donations, or as part of their responsibilities of their role. Where an offer of cash is made it will be politely declined. Any offer of money or presents in kind made to an officer or staff for services rendered in the ordinary course of duty will be politely declined.’

22. All instances of offers of gifts and/or hospitality must be recorded on the Hospitality Register which is readily available to all staff on the CoLP Intranet. These entries require an electronic authorization by the appropriate Directorate Head. This Register is subject to monthly scrutiny by PSD and referral to the PSD ACPO Lead.

23. The Hospitality Register is open to public scrutiny as it is readily available on the CoLP external web-site.

Business Interests (Secondary Employment):

24. This policy is overseen by the Human Resources Directorate (HR). All applications for a Business Interest are screened by the PSD and a full risk assessment carried out. This will include the financial impact on the applicant as well as any extended hours work, the nature of the occupation and the public perception of an employment sought.

25. All applications are subject to an annual review by HR and PSD. There are currently approximately 200 Business Interests declared by CoLP staff.

Unlawful Disclosure of Information:

26. There are a number of risks associated with unlawful and inappropriate Disclosure of Information. These include:

- endangering lives
- facilitating the commission of crime
- undermining the course of justice by disrupting operations and undermining legal process
- causing financial loss
- invading privacy,
- damaging the integrity and reputation of the City of London Police, its employees and the wider Police Service and ultimately destroying public confidence in the Police Service.

27. Such disclosures are therefore regarded as a serious matter and subject of primary legislation.

28. The aim of this SOP is to prevent corruption and the opportunity to engage in corruption or alleged corruption. It highlights threats and vulnerabilities resulting from the Unlawful or Inappropriate Disclosure of Information by staff of City of London Police and how they can conflict with our values of Integrity, Professionalism, Fairness and Respect and ultimately undermine public confidence in the Police Service.

Information Security:

29. This SOP is overseen by the Information Management section of PSD and deals with the security of IT systems and their potential misuse and abuse.

Other Areas of Potential Corruption:

30. The Head of PSD has monthly meetings with the ACPO Lead, currently the Assistant Commissioner, at which the following are examined and discussed:

- Use of Corporate Credit cards

- Use of CoLP provided mobile phones
 - Overtime
 - Expenses
 - Business Interests
 - Computer misuse
 - Media engagement
 - Hospitality
31. This meeting is held following examination and scrutiny of the data relating to the above, by the Counter Corruption Unit of the PSD, which looks at the highest and most frequent users and any identified anomalies. Any issues are referred back to PSD or the relevant Directorate Commander for the appropriate action.

Training:

32. An input is provided by a senior member of PSD to the following training courses:
- New recruits
 - Officers either promoted, given Temporary or Acting Rank
 - Custody Sergeants and Gaolers
33. This input is aimed at providing an experiential practical approach using historical events, including those from the Organisational Learning Forum, and examples to provoke thought, discussion and promote understanding. The precise content for each group is tailored to their situation, although clearly there are some common themes, which could be regarded as 'golden threads' that will run through any content.
34. The training specifically includes elements on integrity, professionalism, associations and the expected standards of behaviour.
35. Six monthly broadcasts are made over the Intranet and via Police Orders by PSD on a number of these issues and a recent campaign and 'amnesty' on undeclared Business Interests has given a much clearer view on the extent of this practice.
36. The Strategic Command Course and the High Potential Development Scheme are national programmes and as such the content is outside the control of the CoLP.

Recommended Self-Check List:

37. The PSD has co-ordinated an assessment based on the self check list and areas for improvement have been identified. Work is being undertaken by various departments to make improvements. An initial assessment was carried out on receipt of the report from HMIC.
38. Following this assessment an action plan was drawn up for all those areas identified as being either 'amber' meaning there were some systems in place but more work was required, or 'red' where it was considered that the CoLP had no systems in place to offset or manage the risk. Any area considered 'green' on the initial assessment was deemed to be satisfactory at that time.
39. In summary the main areas for improvement are:
 - To ensure that existing policies and SOPs are reviewed and cross-referenced with HMIC findings and recommendations.
 - Identify and address media training at all appropriate levels within the organisation.
 - Review process for capturing all media engagements adequately.
 - Improve process for monitoring secondary employment of officers and staff.

Conclusion:

40. The 'self check' list has provided an opportunity to review all current practices and to establish how robust current monitoring systems are. It is fully appreciated that with the impending budgetary cutbacks smarter solutions will need to be found to ensure the integrity of the CoLP not only in reality but also in the eyes of the community.
41. The report highlights that there is no national guidance on many of these issues and that this should be forthcoming in the first half of 2012. It is believed current practices, together with enhanced oversight by PSD and ACPO will provide sufficient resilience to consolidate the high standards expected and demanded by the COLP but that these can only be strengthened once the national guidance is forthcoming.
42. HMIC is due to re-inspect forces in the Autumn this year and a further update on progress will be brought to your Committee after the re-inspection has taken place.

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Committee(s):	Date(s):	Item no.
Police	27 April 2012	11
Subject: Potential Shared Services between the City of London Corporation and the City of London Police		Public
Report of: Town Clerk and the Commissioner of the City of London Police		For Information
 <u>Summary</u> 		
<p>Faced with the current poor economic conditions and the need for reduced expenditure, both the City Corporation and the City of London Police have embarked on programmes of efficiency savings and budget reductions. As part of these efforts, we have been working together to see whether there are areas of the business that would be suitable for a shared service. Work to date has been concentrated in five areas and we believe that a joint approach to Occupational Health and phone call candling is feasible. Further work is being undertaken in relation to the remaining three areas and this is explained in the main body of this report.</p> <p>Recommendations: We recommend that:</p> <ul style="list-style-type: none"> a) a shared service for Occupational Health is approved; b) a pilot scheme for call-handling is endorsed; and c) progress of work in the areas of Public Relations, Human Resources and Information Systems is noted. 		

Main Report

Background

1. The current economic position has led to a need to find efficiencies and budgetary savings. The City of London Corporation has embarked on a series of strategic reviews focusing on budgetary savings and improving the effectiveness of the way people work. The City of London Police have initiated the City First programme which seeks to deliver a policing model based on a commitment to service delivery that provides value for money and is affordable given known financial constraints. As part of these savings programmes, both organisations have undertaken work to examine several areas for the potential of initiating a shared service.

2. The City of London Corporation and the City of London Police have a long history of collaborative working on areas of mutual interest; indeed both organisations are working very closely together on the new procurement project 'PP2P'. They have a rich history of shared services and with this in mind, work began on looking at five areas to see if a shared service would be beneficial to us both. For the purposes of this report a shared service is defined as a service that is of mutual interest, is mutually beneficial, 'adds value' to both organisations and is

administered by either both organisations or by one of the organisations on behalf of the other. The areas investigated are listed below:

- (i) Occupational Health
- (ii) Human Resources
- (iii) Call Handling
- (iv) Public Relations
- (v) Information Systems

Overarching Projects

3. The Shared Services Project is underpinned by the outcomes of the Accommodation Review. There is agreement that following the review of police accommodation, the City of London Police will vacate current office space and utilise the office accommodation within Guildhall Yard East (GYE). This will dovetail with the City Corporation seeking to vacate GYE. This shared accommodation may impact some of the potential shared services such as the use of a shared call handling system.
4. The City Corporation's procurement project 'PP2P' has impacted on the work of shared services. Two areas, namely facilities management and finance, where a potential shared service might be viable, will be picked-up by the work of PP2P over the coming months and we will keep Members informed of that work as it progressed.

Areas for a Potential Shared Service

Occupational Health

5. There is a large degree of overlap between the Occupational Health services of the City Corporation and the City of London Police. Occupational Health plays a vital role in helping both of us to care for and understand the needs of our employees, enabling a reduction in sickness absence levels and optimizing staff performance and productivity. Following extensive research by both organisations and work with Accenture, where a soft market test was conducted, it is felt that both organisations should move ahead with a shared service in the form of an in-house Occupational Health service probably located at Walbrook Wharf. This would be subject to a further review in a year's time to ensure value for money. Further details are available in Appendix 1.

Human Resources (HR)

6. Related to the area of Occupational Health is Human Resources (HR). The City Corporation has recently undergone a restructuring exercise, bringing together all HR functions in to one consolidated unit. The unit not only administers HR for the

City Corporation but also for one external organisation, London Councils. Discussions have been underway to see if there is the ability for the City Corporation to provide either purely transactional services, or a comprehensive HR service, for the City of London Police. The Director of HR is currently undertaking detailed work to assess the feasibility of a shared service and whether there is a financial benefit for the City of London Police. It is anticipated this work will be completed by mid-Summer 2012.

Call Handling

7. Both organisations handle a large volume of calls. The City Corporation manages its calls through contact Centre, which is located in Guildhall Yard East. The Metropolitan Police receives calls to 999 and 101 (national non-emergency number) on behalf of City of London Police and transfer them to its Control Room, located in Wood Street Police Headquarters. Other non-emergency calls directly to the Force's general enquiry number are also handled by the Control Room. Although there are differences in the nature, volume and speed of response to calls, there is capacity for a potential shared service in this area. Call handlers from the City Corporation have taken part in a 10-week familiarisation programme in the City of London Police's Command Centre to understand the Police processes. There is a long-term aim to have a joint call handling operation. The next step will be to undertake minor infrastructure work to provide a pilot scheme whereby calls can be transferred automatically between us to determine the effectiveness of this shared service. As stated, the accommodation review will impact the potential of a shared service.

Public Relations

8. Both the City of London Police and the City Corporation undertake a variety of work in the area of Public Relations. This function is vital for both us; this has been illustrated recently by the St Paul's protest and the need for rapid response to both regular media and social media. There are areas of duplication between us, such as internal communications and internal publications, and initial work on the potential for a shared service indicates that there is scope for small-scale efficiencies. It is felt that there would be benefit from an external consultant reviewing the initial findings with a view to presenting further options for sharing. It may be that there is limited financial savings but a service that could provide an improved quality of service. Once this work is completed, Members will be updated further with a view to progressing any potential shared service.

Information Systems

9. Information Systems (IS) is an area of large expenditure for both of us. Work was undertaken to examine areas of synergy and both parts of the organisation are currently reviewing their own services to see if working with an external partner would be beneficial. The City of London Police is looking at the possibility of joining a cluster of Eastern Counties Police Forces for both police related and non-police related systems. The City Corporation is working with an external

specialist to develop options for an out-sourced solution, in the next Phase of the IS review. The Chamberlain is pursuing options for better internal sharing of at least some Police IS Services.

Conclusions

10. Current economic conditions are driving the need for efficiency savings and shared services provide the opportunity for both quantitative and qualitative benefits. Occupational Health and Call Handling provide an opportunity for a implementing a shared service. Further work is required in the remaining three areas identified to see if a shared service is viable and warranted. Members will be updated further in the coming months.

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Appendix 1

ESTIMATE OF SAVINGS FROM A SHARED OCCUPATIONAL HEALTH SERVICE			
Area of efficiency	Phase 1	Phase 2	Total savings
	Oct 2012-Sept 2013 £	Oct 2013-Sept 2014 £	£
Reduction in COL Occupational Health Physician (OHP) time from 8 to 6 sessions per month (estimate based on average BMA rates rather than COLP OHP rates which are high)	£11,475	18,525	30,000
Reduction in OHP contracted weeks from 47 to 45 (based on COLP OHP rates)	4,500		4,500
Reduction (estimate 10%) in cost of Cognitive Therapy services through renegotiation of contract	3,600		3,600
Shared clinical waste contract	1,500		1,500
Reduction in physiotherapy of 4 hours per week	16,000		16,000
Reduction in administration 0.5 FTE		16,900	16,900
Saving in COLP software maintenance costs through shared use of COL database	5,000		5,000
		Total anticipated savings	77,500
Indirect reduction in cost of counselling services for COL currently recharged to Departments	13,800		13,800

There is potential for additional efficiencies in IT, equipment and administration that are not quantifiable at present.

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