



## Police Committee

**Date:** THURSDAY, 26 FEBRUARY 2015  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

**Enquiries:** Katie Odling  
tel. no.: 020 7332 3414  
katie.odling@cityoflondon.gov.uk

**Lunch will be served in the Guildhall Club at 1pm**  
**N.B: Part of this meeting may be subject to audio visual recording.**

**John Barradell**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 16 January 2015.  

**For Decision**  
(Pages 1 - 6)
4. **OUTSTANDING REFERENCES**  
Report of the Town Clerk.  

**For Information**  
(Pages 7 - 8)
5. **APPOINTMENT OF EXTERNAL MEMBERS**  
Report of the Town Clerk.  

**For Decision**  
(Pages 9 - 22)
6. **STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**  
To receive any Special Interest Area Updates.
7. **POLICING PLAN 2015 - 2018**  
Report of the Commissioner of Police.  

**For Decision**  
(Pages 23 - 56)
8. **PUBLIC SECTOR PENSIONS REFORM - ESTABLISHING A LOCAL PENSIONS BOARD UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 57 - 60)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

## Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 16 January 2015.  
**For Decision**  
(Pages 61 - 62)
13. **NEW YORK DISTRICT ATTORNEY'S OFFICE – MUTUAL SECONDMENT OF STAFF**  
Report of the Commissioner of Police.  
**For Information**  
(Pages 63 - 72)
14. **INCOME GENERATION, SPONSORSHIP AND OTHER ADDITIONAL FUNDING – ANNUAL UPDATE REPORT**  
Report of the Commissioner of Police.  
**For Information**  
(Pages 73 - 80)
15. **OPERATION BROADWAY - A JOINT INITIATIVE BETWEEN THE CITY OF LONDON TRADING STANDARDS SERVICE AND THE CITY OF LONDON POLICE**  
Report of the Director of Markets and Consumer Protection.  
**For Decision**  
(Pages 81 - 86)
16. **COMMISSIONER'S UPDATES**  
Commissioner to be heard.
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## Part 3 - Confidential Agenda

19. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the meeting held on 16 January 2015.  
**For Decision**  
(circulated separately)
20. **PUBLIC REALM SAFETY**  
Report of the Director of the Built Environment.  
**For Decision**  
(circulated separately)

This page is intentionally left blank

## **POLICE COMMITTEE** **Friday, 16 January 2015**

Minutes of the meeting of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 16 January 2015 at 11.30 am

### **Present**

#### **Officers:**

John Barradell	Town Clerk & Chief Executive
Alex Orme	Town Clerk's Department
Katie Odling	Town Clerk's Department
Michael Cogher	Comptroller & City Solicitor
Steve Telling	Chamberlain's Department
Karen Wilson	City Surveyor's Department
Paul Double	Remembrancer
Sam Cook	Remembrancer's Department
Chrissie Morgan	Director of Human Resources
Doug Wilkinson	Department of the Built Environment

#### **City of London Police:**

Ian Dyson	Assistant Commissioner
Eric Nisbett	Director of Corporate Services
Commander Stephen Head	Commander, Economic Crime
Commander Wayne Chance	Commander, Operations
Hayley Williams	Chief of Staff

### **1. APOLOGIES**

Apologies for absence were received from Lucy Frew, Deputy Richard Regan and Adrian Leppard (Commissioner).

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

There were no declarations of interest.

### **3. MINUTES -**

RESOLVED – That,

- a) the public minutes and summary of the meeting held on 8 December 2014 be approved;
- b) the minutes of the Economic Crime Board meeting held on 13 November 2014 be noted; and
- c) the Minutes of the Performance and Resource Management Sub Committee held on 4 December 2014 be noted.

#### **4a. Outstanding References**

Delivery of Police Uniform – Members were informed that the original expected date for the delivery of items was the third week of January 2015; however, the Force had been notified that this had now slipped to 23<sup>rd</sup> March due to manufacturing and shipping issues. In light of the delay, the Force was in discussion with City of London Procurement and City Solicitors regarding the contract and costs.

Delivery and distribution - It was proposed initially to distribute the new uniform to officers within the Uniform Policing, Information & Intelligence, Specials and ACPO Directorates; this would be to approximately 460 officers. The remaining uniform would then be stored at Bishopgate and distributed to the other Directorates in slower time over the next year or on a needs basis if required more urgently.

Members noted that the process proposed for distribution of the uniform was:

- A. Delivery of all garments to a central location which has sufficient space to;
  - i) Accommodate all of the garments
  - ii) Allow for initial inspection of the garments
  - iii) Verify delivery to order
  - iv) Separation of the garments into size ranges.
- B. Pack the garments into named individual kit bags for each officer against historic size data.
- C. Distribution of garments to officer's work place.

The present timeframe from delivery to completion of main distribution is for twelve weeks.

#### Resolution to the Planning and Transportation Committee – 21 Moorfields

Members were informed that the Planning and Transportation Committee had agreed that upon consideration of the development application in relation to 21 Moorfields they would consider the inclusion a planning condition such that any planning consent which may be granted was contingent upon the development providing sufficient CCTV coverage of the nearby entrances to the Barbican Highwalk on the grounds that this would have a significant benefit to public safety.

#### **5. COUNTER-TERRORISM AND SECURITY BILL**

The Committee considered a report of the Remembrancer which advised of the relevant provisions of the Counter Terrorism and Security Bill.

RESOLVED – That the report be referred to the Town Clerk, Commissioner of the City of London Police and the Director of Community and Children's Services for consideration of follow-up action required in the light of the Bill.

## **6. STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**

### **1a. Community Engagement Update**

The Committee considered a report of the Commissioner of Police which provided details of issues raised at Ward Level and the Force response since the last report was presented.

The Commander of Operations provided Members with a brief update in relation to the engagement approach following the recent attack in Paris.

Members discussed the issue of fraud and the importance of being aware of what was disclosed on social media websites.

The Committee complimented the work of both the Community Engagement team and the Cadets.

RESOLVED – That the report be noted.

### **2a. Equality Diversity and Human Rights (EDHR) Update**

The Committee received a report of the Commissioner of Police on matters relating to the Equality, Diversity and Human Rights (EDHR) Portfolio.

One Member commented that the report was very helpful in terms of providing details of information on activities, however, suggested it would be useful to have some information regarding any areas of concern. In addition, Members suggested that key Establishment committee reports should be submitted to the Police Committee so that Members are sighted on significant staff issues.

RESOLVED – That the report be noted.

## **7. REVENUE AND CAPITAL BUDGET 2015/16 AND DRAFT MEDIUM-TERM FINANCIAL PLAN UP TO 2017/18**

The Committee considered a joint report of the Chamberlain and Commissioner of Police which provided details of the Revenue and Capital Budget for 2015/16 and the draft Medium Term Financial plan for the period to 2017/18.

Members noted that a number of risks had been built into the plan including the assumption that there would be no increase in the Business Rate Premium. One Member expressed a view that the Business Rate should not be raised; however this matter would be discussed in more detail by the Finance Committee.

Members acknowledged the financial challenges that the Force was facing and noted the options on page 31 of the report that may be required to eliminate the underlying revenue deficits from 2016 onwards.

RESOLVED – That,

- a) the latest forecast outturn for 2014/15 be noted;
- b) the revenue budget for 2015/16 be approved and submitted to the Finance Committee;
- c) the capital budget for 2015/16 be approved; and
- d) the indicative forecasts for 2016/17 and 2017/18 together with the proposal to report back to Committee before the summer recess setting out a financial strategy to maintain a minimum general reserve balance of £4m over the period to 2017/18 be noted.

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

There were no questions.

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

There were no items of urgent business.

10. **EXCLUSION OF THE PUBLIC**

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

11. **MINUTES -**

RESOLVED – That,

- a) the non-public minutes and summary of the meeting held on 8 December 2014 be approved;
- b) the Non Public Minutes of the Economic Crime Board held on 13 November 2014 be received; and
- c) the non-public Minutes of the Professional Standards and Integrity Sub (Police) Committee held on 21 November 2014 be received.

12. **42 NORTH ROAD - POLICE ACCOMMODATION PROJECT**

The Committee considered a report of the Commissioner of Police concerning 42 North Road.

13. **ANNUAL REVIEW OF TRAVEL CONCESSION AGREEMENT FOR REGULAR POLICE OFFICERS**

The Committee considered a report of the Commissioner of Police concerning the annual review of Travel Concession Agreement for Regular Police Officers.

14. **BERNARD MORGAN HOUSE - DECLARATION OF SURPLUS TO REQUIREMENTS**

The Committee considered a report of the Commissioner of Police regarding Bernard Morgan House.

15. **COMMISSIONER'S UPDATES**

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



an overview of the impact of the recent events in Paris on policing in the City of London.

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

There were no questions.

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

There were no items of urgent business.

**18. SUCCESSION PLANNING - RETENTION PAYMENT**

The Committee considered a report of the Town Clerk regarding succession planning.

**The meeting ended at 1.15 pm**

-----  
Chairman

**Contact Officer: Katie Odling  
tel. no.: 020 7332 3414  
katie.odling@cityoflondon.gov.uk**

This page is intentionally left blank

**POLICE COMMITTEE**  
**26 February 2015**  
**OUTSTANDING REFERENCES**

Meeting Date & Reference	Action	Owner	Status
23/05/14	Delivery of Police Uniform	Commissioner of Police	<b><i>In progress</i></b> - The implementation date has slipped to 23 <sup>rd</sup> March due to manufacturing and shipping issues. In light of the delay, the Force are in discussion with procurement regarding contract and cost. An update will be given to Committee only by exception if there is further slippage, otherwise the uniform will be rolled out by the end of May 2015.
3/04/2014 Item 5. 2a EDHR Update Disability Equality Standard	Report to the Committee outlining a full evaluation of the Disability Equality Standard	Commissioner of Police	<b><i>Complete</i></b> – A report on Disability Equality Standard is submitted for the 26th February 2015 Committee agenda.
3/04/14 Item 3.a) Barbican Highwalk CCTV	Progress update - CCTV upgrade	Safer City Partnership	<b><i>In progress</i></b> Report to the Committee on 26 March 2015
08/12/14 Item 5 – Road Safety	Commissioner undertook to bring a report back to outline the plan for prevention strategies and explore suggestions put forward by Members in relation to pedestrian inattention as the main cause of collisions at present.	Transportation and Public Realm Director supported by CoLP	<b><i>In Progress</i></b> -Report to the Committee on 20 <sup>th</sup> May 2015
08/12/14 Item 8 – New Anti-Social Behaviour, Crime and Policing Act 2014 – Delegated Powers	The Community safety Team, within the Town Clerks Department be the 'Single Point of contact for the Community Trigger as required under the Act and the Safer City Partnership oversee/scrutinise any community triggers and appeals; and	Assistant Director Street Scene, Strategy & Safer City Partnership	

	The Police Committee, in partnership with the City Of London Police, be responsible for the production of a Community Remedies document.	COLP/ Assistant Director Street Scene, Strategy & Safer City Partnership	<b>In Progress</b> This document is due to be submitted to 26 <sup>th</sup> March Police Committee
	An update on the conclusion of the project.	Director of Corporate Services	<b><i>In progress</i></b> <i>Report to the Committee on 26 March 2015</i>

<b>Committee(s):</b>	<b>Date(s):</b>
Police Committee	26 February 2015
<b>Subject:</b> Appointment of External Members	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

## Summary

In May 2009, two external members joined the Police Committee for a four-year term following changes to the Committee's constitution. The two members, Helen Marshall and Don Randall were appointed in line with a recruitment process set out in a Membership Scheme agreed by the Committee.

In 2013, a similar recruitment process was carried out and Helen Marshall was re-appointed to serve a four year, non-renewable term and Don Randall was re-appointed for a two-year, non-renewable term. In making this recommendation it was hoped to achieve a balance of change and continuity by making two separately-timed appointments.

The purpose of this report is to notify the Police Committee that the 2<sup>nd</sup> term of office of Don Randall is coming to an end in May 2015 and that a recruitment process will need to start immediately with a view to filling the vacancy. That process is detailed in this report.

The Committee is also asked to determine the composition of the Selection Panel that will make recommendations directly to the Common Council for the appointment of the external Member.

### **Recommendations**

That:-

- a) the process for recruiting one external member of the Police Committee for a four-year term starting May 2015 be noted;
- b) the Police Committee Membership Scheme be noted; and
- c) a Member of the Police Committee be appointed as third member of the selection panel, to sit alongside the Chairman, the Deputy Chairman and a fourth non-Common Council member to be identified.

## Main Report

### **Background**

1. In 2008 the Police Committee undertook a review of its constitution in the light of reform to police authorities elsewhere. An outcome of that review was that two seats on the committee should be reserved for external members, in an effort to broaden the representation of City communities on the Committee. A Selection Panel appointed by the Police Committee conducted an open recruitment process to select the two external members.

2. The recruitment process is set out in the Police Committee Membership Scheme, a document that was first agreed in January 2009. This Scheme (attached at Appendix A) was designed to closely reflect the regulations for recruiting independent members in other police authorities which applied at the time.
3. The Selection Panel in 2013 comprised:-
  - The Chairman and Deputy Chairman of the Police Committee (Henry Pollard and Simon Duckworth respectively)
  - Alderman Alison Gowman as a third member of the Committee
  - Councillor Paul Murphy, former Chairman of the Greater Manchester Police (External)
4. The two vacancies were advertised in the national press and all applications were considered by the Panel for the purposes of short-listing. Three applicants were interviewed, including Helen Marshall and Don Randall. Helen Marshall was subsequently re-appointed to serve a four year, non-renewable term and Don Randall re-appointed for a two-year, non-renewable term by the Court of Common Council on 16 May 2013 (effective from that day).

### **Recruitment Process**

5. **Competency Framework** – A list of key requirements and a competency framework were agreed by the Police Reference Sub-Committee in November 2008. These documents will be given to prospective candidates in an Application Pack, which also contains the following documentation:-
  - Application Form
  - Equal Opportunities Monitoring Form
  - Information sheet on the City of London Police, the City of London Corporation and its role as police authority
  - Membership Scheme of the Police Committee
  - City of London Police Annual Report 2014/2015 and
  - City of London Corporation Information Booklet.
6. **Advertisement** – The Membership Scheme states that vacancy advertisements will be placed in at least two newspapers circulating in the City of London. It is therefore proposed that advertisements be placed in the London Metro and Evening Standard or similar publications in the first week of March, with the closing date for application being set for Friday, 13 March 2015.
7. Bearing in mind the Police Committee's strong commitment to promoting equality of opportunity, it is also proposed that steps be taken to encourage candidates from the full range of diverse communities in the City to apply. There are a number of job search engines which may be used to complement our recruitment campaign in an effort to reach out to under-represented communities, including:-
  - Stonewall's [www.proudemployers.org.uk](http://www.proudemployers.org.uk) – A website run by Stonewall (a charity that champions LGBT rights) which lists jobs by gay-friendly employers.

- Operation Black Vote [www.obv.org.uk](http://www.obv.org.uk) – An organisation that works to inspire BME communities to participate in politics and engage with public institutions. They have agreed to run an article on their website and will promote it through their Facebook page free of charge.
  - Eaves for Women [www.eavesforwomen.org.uk](http://www.eavesforwomen.org.uk) – An organisation that supports vulnerable women. The organisation runs a newsletter which advertises volunteering jobs which may be suitable.
  - Diversity Jobs - <http://www.diversityjobs.co.uk/> - An organisation who promote diversity jobs but also advertise volunteer roles.
8. In addition to the vacancy being advertised on the City of London and the City of London Police websites, various BME groups would be targeted. Furthermore, posters will be placed on information boards in key sites around the City of London (housing estates, libraries, community centres, etc.).
  9. The Public Relation's Department are also able to offer multiple options targeting various active stakeholder communities through the use of Social Media.
  10. **Shortlisting and Interviews** – It is proposed that the Selection Panel should meet the week commencing 16<sup>th</sup> March to examine all eligible applications received and agree a shortlist of candidates to be interviewed. Interviews are intended to be carried out by the panel the week commencing 30<sup>th</sup> March 2015.
  11. **Appointment** – Once the Selection Panel agrees on a candidate, it would be for the Court of Common Council to approve the appointment. It is proposed that the name of the person selected be put forward for approval at the Courts meeting on 23<sup>rd</sup> April 2015. The new term would start on 20<sup>th</sup> May, the day of the Police Committee meeting.
  12. **Induction and briefing** – Any induction and briefing which may be needed by the new external members will be arranged. This will include meetings with key representatives from the Force and the City Corporation.

### **The position of the existing External Members**

13. Helen Marshalls four year non-renewable term will end in May 2017 at which point a similar recruitment process will be carried out.
14. In accordance with your Membership scheme, Don Randall may not be appointed to serve another term of office until four years after the expiry of his second term.

### **Voting rights**

15. The Comptroller & City Solicitor has recently issued advice concerning the voting rights of co-opted / external members. He has clarified, in reference to the proviso in section 13 of the Local Government and Housing Act 1989 that co-opted/ external members shall for all purposes be treated as non-voting members of a committee/sub-committee. This applies to the Common Council in its capacity as a local authority, police authority or port health authority.

16. Whilst this means that External Members of the Police Committee are not entitled to a formal vote, they can of course continue to take part in the normal business of the police authority, with the Police Committee benefitting from their counsel and advice.

### **Financial Implications**

17. The cost of placing advertisements in two newspapers with a City circulation and in other media is likely to be in the region of £7,000 - £8,000. Estimate prices as follows:-

- Advertisements in Broadsheets cost up to £5,500
- Advertisements in newspapers distributed at Underground/Railway stations cost in excess of £1,500.
- Advertisements in websites run by interest groups/advocacy groups can cost up to £500. LinkedIn job ads are £125 for a 30-day posting. Promotion in social media (Facebook, Twitter, etc.) can be arranged free-of-charge.

18. There are sufficient funds in your Committee's local risk budget to meet the costs associated with the advertisements.

### **Conclusion**

19. External Members of the Police Committee will need to be recruited for a four-year term starting May 2015. This report details the process to be followed. A selection panel needs to be appointed to conduct shortlisting and interviews and the Committee's decision to nominate a member to sit alongside the Chairman, the Deputy Chairman and a fourth external member.

### **Background Papers:**

*Report to the Police Committee December 2012*

*Report to the Selection Panel, 11 February 2013*

*Report to the Court of Common Council, 16 May 2013*

### **Appendices**

*Appendix A – Membership Scheme of the Police Committee*

*Appendix B – External Members – Key Requirements and Competency Framework*

### **Contact:**

Katie Odling | [Katie.odling@cityoflondon.gov.uk](mailto:Katie.odling@cityoflondon.gov.uk) | 020 7332 3414



**POLICE COMMITTEE MEMBERSHIP SCHEME**

*NB: The use of “he” in this scheme shall mean “he or she”. The scheme also reflects the decision to reduce the size of the Committee taken in 2012*

**Members of the Police Committee**

1. The Police Committee shall be made up of 13 members.
2. There shall be 11 Members of the Court of Common Council who should have served a minimum of two years on the Court of Common Council.
3. Members of the Court of Common Council who stand for election or re-election to the Police Committee should be required to submit a CV to the Court in support of their nomination.
4. There shall be no limit to the number of continuous terms of office that Members of the Court of Common Council may serve on the Police Committee.
5. There shall be two external members (i.e. non-Members of the Court of Common Council) on the Committee appointed in accordance with paragraph 7.
6. External members shall not be eligible to serve as Chairman or Deputy Chairman.

**Appointment of external members**

7. External members of the Police Committee shall be appointed—
  - (a) by the Court of Common Council,
  - (b) from among persons recommended by a selection panel.
8. The Town Clerk shall arrange for a notice stating—
  - (a) the name of each of its external members appointed;
  - (b) such other information relating to each of such members as the police authority considers appropriate,to be published in such manner as he considers appropriate.

**External members – Disqualification**

9. A person shall be disqualified from being appointed as or being an external member of the Police Committee of the City of London, if:-
  - (a) he is under 18 years of age;
  - (b) he—
    - i. does not have his primary or only place of residence in the City of London, or
    - ii. does not have his primary or only place of work in the City of London.
  - (c) has not lived or worked in the City of London for at least twelve months prior to his application;

- (d) he holds any paid office or employment appointment to which is or may be confirmed by the Police Committee of the City of London or any committee or sub-committee of the City of London, or by a joint committee on which the City of London is represented, or by any person holding any such office or employment;
- (e) he is an employee of the City of London Corporation;
- (f) he is a Member of the Court of Common Council;
- (g) he is a member of the City of London Police or any other police force;
- (h) he is an officer or an employee of any police authority;
- (i) he is an officer or an employee of a council which appoints members to a police authority - unless he is a head teacher or principal of a school, college or other educational institution or establishment which is maintained or assisted by a local education authority; or a teacher or lecturer in any such school, college institution or establishment.
- (j) he has had a bankruptcy order made against him and the bankruptcy order has not been previously annulled or he has not obtained a discharge; or
- (k) his estate has been sequestrated and the sequestration has not been recalled or reduced or he has not obtained a discharge;
- (l) he has made a composition or arrangement with, or granted a trust deed for, his creditors and he has not paid off the debts in full, or five years have not yet passed since they fulfilled the terms of the deed of composition or arrangements or trust deed;
- (m) he is subject to a disqualification order under the Company Directors Disqualification Act 1986, to a disqualification under Part II of the Companies (Northern Ireland) Order 1989, to a disqualification undertaking accepted under the Company Directors Disqualification (Northern Ireland) Order 2002, or to an order made under Section 429(2)(b) of the Insolvency Act 1986 (failure to pay under county court administration order); or
- (n) in the five years before the date of his appointment to the Police Committee or since his appointment, he has been convicted of an offence and had passed on him a sentence of imprisonment (including a suspended sentence) of three or more months. For this purpose the date of a conviction shall be taken to be the ordinary date on which the period allowed for making an appeal or application expires or if an appeal or application is made, the date on which the appeal or application is finally disposed of or abandoned or fails by reason of its non-prosecution.

### **Tenure of Office**

10. A person shall hold and vacate office as an external member of the Police Committee of the City of London in accordance with the terms of his appointment and the present Scheme.

11. A person shall be appointed to hold office as an external member of the Police Committee for—

- (a) a term of four years, or
- (b) such shorter term as the Police Committee may determine in any particular case.

12. Subject to paragraph 13 a person who ceases to be an external member, for reasons other than by his removal, may (if otherwise eligible) be re-appointed whether at the expiry of his term or subsequently.

13. An external member of the Police Committee shall not—

- (a) be appointed to serve more than two terms of office;
- (b) be appointed to serve a further term of office until four years after the expiry of his second term; and
- (c) be appointed to serve a further term unless the selection panel is satisfied with his performance as a member during his previous term.

14. An external member may at any time resign his office by notice in writing to the Town Clerk.

15. The Police Committee may remove an external member from office by notice in writing if—

- (a) he has been absent from meetings of the Police Committee for a period longer than three consecutive months without the consent of the Police Committee,
- (b) he has been convicted of a criminal offence,
- (c) the Police Committee is satisfied that the external member is incapacitated by physical or mental illness, or
- (d) the Police Committee is satisfied that the external member is otherwise unable or unfit to discharge his functions as a member.

### **Validity of acts**

16. The acts and proceedings of any person appointed to be an external member of the Police Committee, and acting in that office shall, notwithstanding his disqualification or want of qualification, be as valid and effectual as if he had been qualified.

17. The proceedings of the Police Committee shall not be invalidated by any defect in the appointment of a person as an external member.

### **Selection Panel**

18. A selection panel will be appointed by the Police Committee for the purposes of selecting suitable candidates to serve as external members onto the Police Committee and make recommendations for appointment to the Court of Common Council accordingly.

19. The selection panel shall consist of four members —

- (a) the Chairman and Deputy Chairman of the Police Committee for the time being;
- (b) one Member serving on the Police Committee for the time being; and
- (c) a person to be appointed by (a) and (b) above.

20. The person in paragraph 19(c) shall be disqualified from being appointed as or being a member of a selection panel if he is disqualified by virtue of paragraph 9(a), (d), (e), (g), (h), (i), (j), (k), (l), (m) or (n).

21. The Police Committee may remove a member of the Selection Panel and appoint a suitable replacement, if—

- (a) the panel member has been absent from two consecutive meetings of the selection panel without the consent of the panel,
- (b) the panel member has become otherwise disqualified during service; or
- (c) the Members of the Police Committee are satisfied that the panel member is otherwise unable or unfit to discharge his functions in the panel.

22. The acts and proceedings of any person appointed to be a member of a selection panel and acting in that office shall, notwithstanding his disqualification or want of a qualification, be as valid and effectual as if he had been qualified.

23. The proceedings of a selection panel shall not be invalidated by —

- (a) a vacancy in the membership of the selection panel, or
- (b) a defect in the appointment of a selection panel member.

### **Functions of selection panel**

24. The selection panel shall consider all applications for the purpose of recommending suitable candidates to serve as external members of the Police Committee to the Court of Common Council.

25. In exercising its functions, the selection panel shall have regard to the desirability that the persons nominated—

- (a) represent the interests of a wide range of people within the resident and business communities of the City of London, and
- (b) include persons with skills, knowledge or experience which are under-represented among the existing Members of the Police Committee.
- (c) fulfil the criteria set out in the competency framework for external members of the Police Committee.

26. All members of the selection panel will be expected to be present for the purposes of agreeing a final list of candidates. However, a quorum of four will apply if one member of the panel cannot be present.

27. A decision of a selection panel to recommend a person to the Court of Common Council may be taken by a simple majority of their members.

### **Notifications by the Town Clerk**

28. Not less than four months before the term of office of an external member is due to expire, the Town Clerk shall notify the Members of the Police Committee of this fact.

29. As soon he becomes aware that an external member has ceased to be a Member of the Police Committee for reasons other than the expiry of his term of office, the Town Clerk shall notify the Members of the Police Committee of this fact.

## **Vacancy Advertisements**

30. When a vacancy arises, the Town Clerk shall arrange for an advertisement to be published in at least two newspapers circulating in the City of London and shall inform interested persons of the eligibility criteria, the duties involved and other information as appropriate.

### **Applications**

31. A member of the public who wishes to be considered for appointment as external member shall submit an application setting out—

- (a) his name and address;
- (b) his current occupation, if any, and any positions held by him up to ten years before the date of the application;
- (c) his relevant skills, experience and his academic, professional and vocational qualifications, if any; and
- (d) the reasons why he wishes to be so considered.

32. The Town Clerk will provide application forms, provided that the persons are not otherwise disqualified under paragraph 9. Accompanying documentation about the selection process should also be provided in the application pack.

33. Where an application has been received at a time when no appointment is required to be made, the Town Clerk may delay considering it until such time as the panel are required to nominate persons willing to be so appointed.

34. The Town Clerk shall maintain a record of the persons who have applied to be considered for appointment as an external member of the Police Committee. The record maintained should include the name and address of every applicant and details about the application considered appropriate by the selection panel. In the case of a person who is found to be disqualified by the selection panel, the grounds of the disqualification should be kept.

35. Records shall be kept for at least 4 years.

This page is intentionally left blank

## COMPETENCY FRAMEWORK FOR EXTERNAL MEMBERS OF THE POLICE COMMITTEE

### Key requirements

External members of the Police Committee of the City of London shall—

- (a) demonstrate a commitment to policing and to the delivery of a fair and non-discriminatory police service to all local communities and having the ability to engage with a wide range of people by seeking out and listening to their views;
- (b) demonstrate integrity and be committed to upholding human rights, promoting equality of opportunity and preventing discrimination or harassment;
- (c) attend meetings of the Police Committee and participate effectively as a member of any sub-committee, panel or forum to which they are appointed, as well as undertaking preparatory work and attending appropriate training courses and seminars;
- (d) promote good policing and establish and maintain constructive partnerships with the City of London Police and other organisations without compromising their core responsibility of providing effective, independent oversight and scrutiny;
- (e) abide by the Seven Principles of Public Life set out by the Committee on Standards in Public Life;
- (f) abide by the City of London Corporation Members' Code of Conduct.

### Competencies and Personal Skills and Qualities

#### Competencies

##### **Strategic Thinking**

breadth of vision – the ability to rise above detail, and to see problems and issues from a wider, forward-looking perspective.

##### **Good Judgement**

to take a balanced, open-minded and objective approach, for example, in evaluating policing priorities, assessing candidates for top level appointments or considering complaints against officers, and to develop an understanding of the environment and context in which the authority and force must operate.

**Openness to Change** The ability to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change, identifying ways in which the organisation in question could be developed.

**The ability to scrutinise and challenge** To be able to rigorously scrutinise and challenge constructively, and exercise effective oversight of all aspects of force performance, using appropriate data, evidence and resources.

**Analytical Ability** The ability to interpret and question complex written material, including financial and statistical information and other data such as performance measures, and identify the salient points.

**Ability to Communicate Effectively** To be able to explain policing issues clearly, often in public meetings, with the media present, and to engage in constructive dialogue with local communities, the police (including representatives of their staff associations) and other key partners and agencies.

**Community engagement** To understand the importance of community views in shaping local policing style and be prepared to represent their views in an impartial way, and participate in policy-making aimed at engaging local communities.

**Effective Time Management** To be able to identify priorities and make the most productive use of own and others' time.

## **Personal Skills and Qualities**

**Team working** the ability to play an effective role in committees and other partnerships through listening, persuading and showing respect for the views of others.

**Self confidence** the skill to challenge accepted views constructively without becoming confrontational.



<b>Enthusiasm and drive</b>	to be pro-active in seeking out learning and developmental opportunities to enhance knowledge and understanding, for example on financial matters and statutory requirements.
<b>Respect for others</b>	the capacity to treat all people fairly and with respect; value diversity and respond sensitively to difference.
<b>Integrity</b>	the necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.
<b>Leadership</b>	the confidence to lead by example, establish clear goals and objectives and build support and commitment within the authority and force as well as the wider community and with partner agencies.
<b>Decisive</b>	to show resilience, even in challenging circumstances, remaining calm and confident and able to make difficult decisions.

This page is intentionally left blank

<b>Committee(s):</b> Police	<b>Date(s):</b> 26 <sup>th</sup> February 2015
<b>Subject:</b> Policing Plan 2015-2018	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 06/15	<b>For Decision</b>

### Summary

This report presents the draft revised Policing Plan 2015-18 for the City of London, informing the community and staff how the City area is to be policed.

The Force and Court of Common Council (in its capacity as a police authority) are required to continue to publish a policing plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a police and crime plan.

There remains a national expectation that police forces continue to reduce crime. The national requirement to support the national Strategic Policing Requirement remains, and has been retained in the plan as a separate priority area. The priorities proposed in the plan, detailed immediately below, support both national requirements. The priorities are: Counter terrorism; Safer roads; Public order; Victim based crime; Antisocial behaviour; Tackling fraud; National Lead Force; and Strategic Policing Requirement.

Members discussed and endorsed a draft of the plan, subject to amendments, at a workshop on the 8<sup>th</sup> December 2014. A second workshop was held on 16<sup>th</sup> January 2015 where draft measures were considered and supported by Members.

High level financial information is included within the plan based on the current medium term financial plan, which has been reported to your Committee separately.

### **Recommendation**

It is recommended that:

- i) Your Committee adopts the Draft Policing Plan 2015-18 appended to this report as the Policing Plan for the City of London, subject to any further amendments agreed by your Committee and the Commissioner.
- ii) Following approval the plan is published on the internet by 31<sup>st</sup> March 2015; and
- iii) Performance against the plan is reported quarterly to your Police Performance and Resource Management Sub Committee.

## Background

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans<sup>1</sup>. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and your Committee continues to be governed by the relevant sections of the Police Act 1996 with respect to the publication of policing plans.<sup>2</sup> However, where possible the Force and Authority has resolved to align the format of its policing plan with the general requirements of policing and crime plans.
2. The responsibility for drafting the policing plan and advising a police authority on its contents remains with the Commissioner of Police. However, guidance and legislation is clear that the police authority must approve and subsequently own the published plan.

## Current Position

3. The Police Act 1996<sup>3</sup> requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
  - i. the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
  - ii. its policing objectives for the policing of its area during that year.
4. Although the plan covers a period of three years, there is a requirement to review and republish the plan annually.
5. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.<sup>4</sup> Such priorities are currently articulated by the Strategic Policing Requirement, which the Force has proposed is retained as a priority area for the Force. Additionally, the plan takes account of Government policy statements regarding reducing crime, accountability and value for money.

## Developing the plan

6. Members of your Committee have been instrumental in shaping this year's plan through participation at two workshop sessions hosted jointly by the Commissioner and Chairman. The first event was held on 8<sup>th</sup> December 2014, where a substantively complete draft of the plan was considered. At that workshop a number of minor drafting amendments were requested, all of which have been incorporated into the plan being considered by your

---

<sup>1</sup> Police Reform and Social Responsibility Act 2011

<sup>2</sup> S. 6ZB Police Act 1996 (as amended by the Police Reform and Social Responsibility Act 2011)

<sup>3</sup> S.6ZB as above

<sup>4</sup> As determined under s.37A of the 1996 Act

Committee. Members attending the workshop also endorsed the proposal made by the Force not to include targets in the plan.

7. A second workshop meeting with Members was held on 16<sup>th</sup> January 2015 specifically to consider policing plan measures. The measures were endorsed subject to further amendments, all of which have been incorporated into the plan presented with this report to your Committee for formal approval.

### **Policing Priorities for 2015-16**

8. The policing priorities for 2015-16 presented in the plan are:

- Counter terrorism;
- Safer roads;
- Public order;
- Victim based crime;
- Antisocial behaviour;
- Fraud;
- National lead force; and
- The Strategic Policing Requirement.

### *Setting the priorities*

9. Members will be aware from participation in the policing plan workshop meetings that the priorities were only set following a robust review of intelligence, threat, national drivers and results of engagement activities. The range of the priorities naturally mirrors the range of roles fulfilled by the Force, from pan-London and national responsibilities (counter terrorism fraud and public order) to addressing City-specific, community concerns around volume crime, road safety and antisocial behaviour associated with the night time economy. The ordering of the priorities reflects the Force's core role around the protection of life. As last year, a distinction between Fraud that relates specifically to City of London Economic Crime, and the National Lead Force function, has been retained. Finally, supporting the Strategic Policing Requirement has also been retained as a distinct priority in view of its importance as a key area of Force business. The priorities and the order in which they appear were endorsed by Members at the workshop on 8<sup>th</sup> December 2014.

### *Measures*

10. Members will be aware from workshop briefings that very few forces and police and crime commissioners are continuing to set performance targets in their plans. The principal reason for this a move nationally away from targets because of the unintended impact they can have on officer behaviour, crime recording and resource allocation and which is considered contrary to the Police Code of Ethics.
11. Targets are not essential to managing performance. The Force will continue to measure and manage performance across a broad spectrum of activities. The main difference between what is proposed and using targets is that,

whereas currently something might be recorded as 'red' because it is above or below a specified level, in future it will simply be reported as a level with trend information in terms of whether it is improving or deteriorating performance.

12. The measures included in the plan are, where possible, based on existing policing plan measures and targets. This will allow performance to be assessed over a longer period of time which makes trend information more meaningful. The measures are a combination of statistical levels indicating an outcome (such as levels of satisfaction or level of crime) and qualitative measures around work the Force must do to support a particular objective. An example of the latter is the work done by the Force to support safer roads in the City of London.
13. The measures proposed to support delivery of the plan were shared with Members at the second workshop meeting on 16<sup>th</sup> January 2015 and were endorsed for inclusion in the policing plan subject to some minor amendments, which have been completed. Performance against the measures will be reported to your Police Performance and Resources Sub Committee quarterly.

#### *Finance*

14. The plan contains high-level details only of the Force's anticipated income and expenditure over the term covered by the plan. The charts included are based on the latest approved Medium Term Financial Plan<sup>5</sup>. The Force's funding situation is extremely fluid compared to other forces and this makes accurate forecasting over the entire term of the plan very difficult. It is likely that the figures contained in the plan, even though they cover a three year period, will change in the next iteration.
15. The plan additionally includes details of how the Force intends to address its continuing budgetary challenges.

#### **Publishing the plan**

16. It is very rare for forces to produce hard copies of policing plans with the norm being for plans to be published on force and authority websites. Hard copies can be made available on request, although this is usually limited to a simple print of the PDF document on the website. There have not been any external requests for hard copies of any of the policing plans over the past six years. However, as last year, the Force intends to commission a professionally designed plan for internet publication based on the attached draft. The cost is likely to be in the region of £1000.
17. It is proposed to include end of 3<sup>rd</sup> quarter performance data to publish the plan on the internet by 31<sup>st</sup> March 2015. This can be easily updated during April/May 2015 with end of financial year performance data once available, and thereafter an amended version of the plan published on the intranet.

---

<sup>5</sup> Police Committee January 16<sup>th</sup> 2015

## **Proposals**

18. This Report proposes:

- i) Your Committee adopts the Draft Policing Plan 2015-18 appended to this report as the Policing Plan for the City of London, subject to any additional amendments agreed by your Committee and Commissioner; and
- ii) Following approval the Plan is published on the internet by 31<sup>st</sup> March 2015; and
- iii) Performance against the Plan is reported quarterly to your Police Performance and Resource Management Sub Committee.

## **Strategic Implications**

19. The Policing Plan directly supports the City of London Corporation's Vision to support and promote the City of London as the world leader in international finance and business services, maintaining high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.
20. The Policing Plan also has regard to the priorities of the Safer City Partnership.

## **Conclusion**

21. Issuing and publishing a Policing Plan remains a statutory obligation on the Force and Court of Common Council in its capacity as police authority. The Policing Plan appended to this report is compliant with current guidance on those matters policing plans must address. Accordingly, your Committee are invited to adopt the proposed Plan as the Policing Plan for the City of London.

## **Attached Papers:**

Draft City of London Police Policing Plan 2015-18.

## **Contact:**

*Stuart Phoenix*  
*Head of Strategic Planning*  
*020 7601 2213*  
email: [stuart.phoenix@cityoflondon.pnn.police.uk](mailto:stuart.phoenix@cityoflondon.pnn.police.uk)

This page is intentionally left blank



**2015-2018**

# City of London Police Policing Plan

Page 29



# Contents

3-4	• Introduction and the City
6	• Vision
7	• Values
8	• Priorities
9	• Counter Terrorism
10	• Safer Roads
11	• Public Order
12	• Tackling Crime
13	• Antisocial Behaviour
14	• Tackling Fraud
15	• National Lead Force
16	• Strategic Policing Requirement
18	• Finance
20	• Plan measures
22	• Appendices (Structure, Resources, Performance)
27	• Contact Information



Welcome to our updated policing plan in which we set out how we intend to police the City of London over the coming three years.

The City of London is the world’s leading international financial and business centre, with 37% of the global share of foreign exchange derivatives and 70% of global Eurobond trading occurring here<sup>1</sup>. It is home to around 9,000 residents<sup>2</sup>, however, every day that number swells to over 400,000<sup>3</sup> as people arrive in the City to work. The City has an established, vibrant night time economy, with more people than ever visiting bars, clubs and restaurants after work and at weekends. A major tourist destination and arts centre, the City attracts some 11 million visitors per year<sup>4</sup>.

The Square Mile hosts a number of high profile events; the Mansion House alone hosts over 700 events annually, from small business meetings to major banquets attended by Royalty and Heads of State. Policing an area as diverse and important as the City brings with it unique challenges quite unlike anywhere else in the country, and clearly any disruption to ‘business as usual’ would have a significant impact on the diverse range of interests located here.

The continuing threats to the financial sector from terrorism and fraud related crime remain constant and consequently are key priorities for us. Terrorism and fraud both have a national dimension and our response to these threats, along with the other national threats articulated by the Strategic Policing Requirement, ensures we support the Government’s requirement that forces address the most serious criminal threats that transcend force boundaries. We have retained the Strategic Policing Requirement as a priority for 2015-18 to ensure it remains a key consideration of our planning and service delivery. We have included an expanded section in this version of the plan to say how we are responding to the ever evolving threat from cyber and cyber enabled crime.

Our national work combating fraud continues to expand and maintains our place in the forefront of the fight against economic crime: operational delivery is now complemented by regional fraud teams; our National Fraud Intelligence Bureau meets the needs of crime fighting agencies and industry; and our Economic Crime Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. We will continue to work closely with the National Crime Agency (NCA), providing an effective link between the NCA and regional fraud

<sup>1</sup> Economic Development Unit, City of London Corporation

<sup>2</sup> Office for National Statistics 2011 census population cited as 7,400 plus 1,370 with a second home in the City of London

<sup>3</sup> Economic Development Unit, City of London Corporation

<sup>4</sup> 2013 Facts of Tourism Report, City of London Corporation

teams to ensure a robust and effective response to the threat from fraud. Action Fraud, the national fraud reporting centre, is now an established feature of our Lead Force function co-ordinating the national response to economic crime.

Overall crime levels in the City of London remain amongst the lowest anywhere. However, that does not mean that we are complacent when it comes to tackling criminality. We are committed to fighting crime at all levels. Although we fulfil a national role tackling fraud and other serious criminality, our local role is no less important to us. It is often the case that residents' and workers' priorities will be different from those that impact on large corporations but their concerns are given no less appropriate regard. This distinction between our national and local roles is reflected in the range of our priorities. Tackling antisocial behaviour will continue as a priority for 2015-18 as it is an area that our community continues to tell us is a matter for concern.

As all police forces, we continue to face significant financial challenges; however, our ability to deliver an efficient, effective and financially sustainable service to the City of London remains paramount. The finance section of this plan shows how we will achieve this and provides details of how we will continue to make further savings.

### **The City of London Corporation as the Police Authority for the Square Mile**

The Court of Common Council continues to act as our police authority in accordance with the provisions of the City of London Police Act 1839 and the Police Act 1996. Their role is broadly similar to the role of a Police and Crime Commissioner, which is:

- to ensure the City of London Police runs an effective and efficient service by holding the Commissioner to account;
- to ensure value for money in the way the police is run; and
- set policing priorities taking into account the views of the community.

These, and other key duties, are specifically delegated to the Police Committee which fulfils the combined functions of Police and Crime Commissioners and Police and Crime Panels. Eleven of the thirteen members are Common Councillors, ensuring direct accountability to the electorate. The remaining two are independent persons drawn from the City community who are appointed through an open recruitment process. The Committee represents the City's residents, businesses and the many thousands of people who come to work in the Square Mile every day. The Police Committee meets eight times a year, facilitating its role to ensure an effective and efficient police force. Its scrutiny function is enhanced by a Police Resources and Performance Sub-Committee, a Professional Standards and Integrity Sub-Committee and an Economic Crime Board. Other City Corporation committees, such as the Finance Committee and Audit and Risk Management Committee, complement this scrutiny function and secure value for money in all aspects of police work.

Our community is consulted on how the Square Mile is policed; both we and the City of London Corporation organise regular events to engage with residents and businesses in the City and obtain views on what our local policing priorities should be. To achieve outcomes that matter to local people, the

City of London Corporation is able to draw from expertise in the wide-ranging areas of services it provides and establish effective and strong partnership working, for example, through the Safer City Partnership, the City of London's Community Safety Partnership.

Whilst this plan provides the details of how policing will be delivered in the City over the next three years we will review it annually. This allows us to take account of emerging issues and to reflect the needs of our community in such a dynamic environment.

DRAFT

The City

Vision

Values

Priorities

Finance

Measures

Appendices

## Vision

We are an organisation that continually strives to deliver for our community, achieve excellence in everything we do and in doing so provide a world class service. This is not just in relation to maintaining high performance but also being recognised as a worldwide centre of excellence for our policing services. In order to realise this ambition our vision for the City of London Police is:

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

Our core mission is to make the City of London safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring the community; investigating crime and bringing offenders to justice.

## Outcome

A City that is safe and secure for all



Integrity

- Integrity to us means acting in accordance with the values of the organisation. It is about being trustworthy, reliable and committed and there is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below the standards expected by the Force.
- Our behaviour, actions and decisions will always support the public interest and those we work in partnership with. We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to well founded criticism with a willingness to learn and change.
- We ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance will all current guidance.
- We fully support the National Police Code of Ethics and expect all our officers and staff to abide by its principles.

Fairness

- We are an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider. We will support equality by creating an environment that maximises everyone's talents in order to meet the needs of the organisation and those of the community we serve.

Professionalism

- Professionalism is a quality that we highly value. We will investigate crime professionally and thoroughly, doing everything in our power to protect those at the greatest risk of harm.
- We expect our staff to be dedicated to professional development, both for themselves and the people they are responsible for, and empowered to use discretion and common sense to make important operational decisions at the correct level.
- Being professional ensures that we meet the needs and demands of our customers to deliver high quality, fast, effective and efficient services.

**Our values underpin everything we do.**

## Our priorities - from the national to local

Our priorities, which form the core of our policing plan, are set with our Police Committee. We engage with our community and listen to their concerns so they can influence how policing is delivered in the City of London. Engaging with key people ensures that our service is bespoke to the needs of the business City, whilst engagement at the most local level, with residents and workers, ensures that grass-roots concerns are heard and addressed.

Whilst the only current national priority imposed on the police service is to reduce crime, the Strategic Policing Requirement sets out matters, mainly relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. The priorities we have identified and adopted not only meet the needs and concerns of our community, they also fully support national requirements.

When setting our priorities we also take account of our partnership commitments to the “City Together” and the “Safer City”. This ensures that we support community safety priorities, just as our partners have regard to our priorities when setting their own.

Our resulting priorities address both our national and local obligations. Whilst the order in which they appear reflects one of our core roles, the protection of life, the priorities themselves are not mutually exclusive, nor do they compete with each other in any form of priority.



## City of London Police Policing Plan 2015-2018 – Priorities



The threat from terrorism and extremism remains high and is becoming more diverse and complex in how it is manifested. The City of London’s historical, cultural and economic importance means that it will always be an attractive target for those intent on causing high profile disruption. Over recent years we have worked hard to strengthen engagement with our community; we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity. Our strategies and approach to dealing with terrorism means we are fully able to support the Strategic Policing Requirement (see page 16). By continuing to protect the City of London from terrorism we will continue to protect the UK’s interests as a whole.

Page 37

### Engagement

Working together with our community and with national and international partners, we will continue to be creative in our approach to keeping the City of London safe from terrorism. Keeping our community informed with timely information on emerging terrorism threats, through briefings, engagement and joint exercising ensures that businesses understand the risks and challenges facing the City. Engaging with groups and individuals to prevent them from turning to terrorism or extremism will remain a core element of our counter terrorism strategy.

### Prevention

We will maintain our preparedness to respond to a terrorist incident by regularly testing our own plans and working with businesses and partners to exercise theirs. We will enhance our methods of information sharing to encourage our community to report suspicious behaviour, creating a hostile environment for terrorists. We will continue to work in partnership with the City of London Corporation to enhance security measures across the City of London, including early engagement to design out susceptibility to an attack. We are committed to maintaining our ring of steel and high visibility policing patrols.

### Service

We will continue to develop new and improve existing tactics to counter complex terrorist threats. We will use intelligence and analysis to target the deployment of resources to detect, deter and disrupt terrorism. We will ensure the maximum availability and deployment of specialist staff to provide additional security, protection and advice to our community. We will make full use of existing and emerging technology, such as CCTV and Automatic Number Plate Recognition systems, to complement our service delivery in this important area.

## City of London Police Policing Plan 2015-2018 – Priorities



Road safety continues to be highlighted by residents, workers and visitors as important. Reducing the number of people killed or seriously injured on the City’s roads is a goal that we share with the City of London Corporation. Our priority is to support the City of London Corporation in achieving their reduction target through enforcement and education activities, whilst at the same time improving road use for all users.

Page 38

### Engagement

We will support the City of London Corporation’s casualty reduction target through enforcement and education activities; we will achieve this working in partnership with the City of London Corporation to identify the causes of collisions that cause injury and by proactively targeting offenders who use the roads to cause danger to other road users. We will engage with road user groups to identify opportunities to provide timely education or enforcement activities. Particular attention will be paid to vulnerable road users (pedestrians, cyclists and motorcyclists). We will continue to work with Transport for London by delivering special services that help keep those using the City’s roads safe.

### Prevention

We will continue to undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk. When appropriate, and supporting national road strategies, we will enhance criminal justice sanctions for offending with an educational programme aimed at improving road skills and understanding to prevent re-offending. Over the course of this plan we will increase the number of educational schemes that we can refer offenders to. We will continue to deliver targeted educational campaigns to improve road user behaviour, supporting our and the City of London Corporation’s aim to reduce the number of accidents and injuries on the City’s roads.

### Service

We will use all the information available to us to ensure that our policing service is delivered effectively, providing appropriate education and enforcement activities to reduce the number of collisions and injuries. We will continue to work to embed road safety issues as a core policing responsibility throughout the Force. We will continue to investigate serious collisions, support victims and their families and, where appropriate, prosecute offenders that flout road safety laws.

## City of London Police Policing Plan 2015-2018 – Priorities



The City’s position at the heart of global finance results in it being an attractive location for protesters and demonstrations. Whilst we recognise individuals’ right to protest, this has to be balanced with the community’s rights to go about their lawful business without fear of being harassed or harmed. A significant factor in the City’s pre-eminence in business is the degree of safety felt by the people living, working and visiting here. It remains imperative that we continue to maintain the capability and capacity to deal with spontaneous protest or unrest.

Public Order is not just about disorder. The City hosts many large scale public events, such as the Lord Mayor’s Show and services at St. Paul’s Cathedral, many of which are attended by Royalty. Such events often require the deployment of hundreds of officers and several weeks planning. Additionally, there are numerous events at the Mansion House, Guildhall and Livery Companies which are often attended by VIPs and Heads of State. Meticulous planning and professional policing ensures these events pass off with minimum disruption to the community whilst ensuring the safety of those taking part.

Page 39

### Engagement

We will work with our partners in the City of London Corporation to plan for and address large events. We will provide updates to City businesses, residents and workers to assist them to react effectively to events. We will engage with businesses to address any concerns and resolve any problems or disruption connected with any public order events, with contact being made prior to, during and post event. We will continue to ensure that we make best use of social media to keep the public informed and provide additional ways for them to furnish us with information

### Prevention

To protect the City effectively we need to maintain a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around ‘night time economy’ venues to large-scale pan-London events. We will ensure that appropriate resources are tasked to undertake both patrols and interventions linked to known areas of threat and risk, preventing offences from being committed and increasing community confidence.

### Service

We will use intelligence effectively to maximise the visibility and accessibility of our officers so they are best able to respond quickly to an incident. We will continuously review tactics and options in line with national best practice. Additionally, we will continue to deliver organisational improvements and developments to public order deployments by identifying and promulgating good practice from lessons learned. We will improve our systems and processes from lessons learned and debriefs from operations and training. We will include suggestions from staff to improve operational effectiveness.

## City of London Police Policing Plan 2015-2018 – Priorities



The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, we have achieved year on year reductions in overall levels of crime over the past thirteen years. To build on past success we want to reduce crime further; to achieve this we will focus on those areas that intelligence and our community tells us are the most important, namely victim based crime. This includes crimes of violence and all forms of acquisitive crime. Increasingly, technology is being used to harass victims, extending cyber-enabled crime from the fraud offences it is usually associated with. Although we are not setting a target to reduce crime, we are confident that through our crime prevention work, delivery of our crime management strategies and our professional investigation of crimes, we will achieve this.

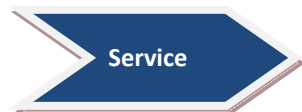
Page 40



Together with our partners, we will continue to be innovative in our approach to reducing crime, targeting crime hotspots and known offenders. We will work with the Safer City Partnership and other partners, adopting a collaborative approach to problem solving to maintain the City of London as a low crime, safe area. We will continue to tackle alcohol-related violence through a joined-up, partnership approach. We will have a robust, fair and consistent approach to licensing issues and in addressing the challenges brought about by policing a vibrant night time economy.



Crime prevention remains a powerful tool in empowering people to act to keep the City safe. Maintaining and building on relationships with our residents, businesses and workers will encourage them to take an active citizen role. Our partnership work, principally with the Safer City Partnership, but also with partners in the security industry, ensures that we continue to tackle crime effectively so as to keep the City of London as crime-free as possible. We will use intelligence effectively to identify crime and disorder hotspots and trends so that resources can be matched to demand. Maximising officer visibility and accessibility in hotspot areas will deter offending. We will continue to identify and target persistent offenders to reduce re-offending.



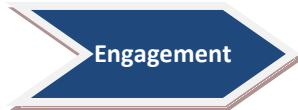
We will mount specific targeted operations to address emerging challenges and provide quality-focused investigations with high quality evidence to support successful prosecutions. We will ensure that our patrolling strategies offer re-assurance to our community. We will ensure that victims can easily report crime and that once reported victims will receive a professional response and are regularly updated. We will maintain a focus on incidents of domestic abuse and child protection, which is an integral part of our victim care strategy. We will respond swiftly to calls for assistance, maintaining some of the fastest response times in the country.

## City of London Police Policing Plan 2015-2018 – Priorities



In addition to being the business heart of London, the City of London is a vibrant cultural and social centre. A lively night-time economy brings with it the potential for increased levels of antisocial behaviour and alcohol related offences. Antisocial behaviour (ASB) takes many forms but it all affects the quality of life of residents, workers and visitors to the City. Our response to ASB is threefold: prevention; dealing appropriately with incidents of ASB (including the use of Antisocial Behaviour Orders); and ensuring victims receive an excellent quality of service, particularly if they are vulnerable or the ASB is a recurring problem.

Page 41



We will engage with community groups and our partners in the Safer City Partnership to identify and address the ASB concerns of individuals and groups. We will also work with our partners to reduce the number of rough sleepers in the City of London, supporting the Mayor of London's strategy and community concerns about the levels of people sleeping on the streets and incidents of aggressive begging.



We will actively promote, with our partners, effective stewardship and crime prevention activities within licensed premises. These activities will also include initiatives aimed at reducing acquisitive crime and violent crime. Officers will use a variety of tactics to prevent and disrupt ASB, especially that which is associated with the night time economy. We will continue to be proactive rather than reactive in our approach to behaviour which has a detrimental impact on the lives of individuals, where possible preventing antisocial behaviour before it happens.



Using intelligence effectively we will deploy officers to patrol hotspots where begging and ASB is an issue. Working with partners will take appropriate action through prevention and enforcement activities, or where appropriate referral to other agencies. Together with our partners we will use all the tools and powers available to us to tackle ASB effectively. We will act on feedback from satisfaction surveys about how we have dealt with ASB to improve our service delivery.

## City of London Police Policing Plan 2015-2018 - Priorities



Fraud is widespread, often hidden and becoming more sophisticated in how it is perpetrated and is increasingly ‘cyber-enabled’, that is to say criminals are using computers to commit fraud and extend the range of potential victims. It impacts on the lives of countless people, including our residents, workers and visitors. In addition to the personal cost of fraud, preventing and reducing crime within the City’s financial markets is key to maintaining the integrity and prosperity of London’s financial heart. This is an activity we deliver in partnership with regulators such as the Financial Conduct Authority and trade bodies, including the Association of British Insurers and the British Bankers’ Association. We maintain funded units dedicated to preventing and tackling insurance fraud and most recently, intellectual property crime. Because of our responsibility to deal with financial crime, including money laundering, uniquely we include tackling fraud as a central pillar of our policing plan. Our role as National Lead Force for Fraud is detailed on the following page.

Page 42

### Engagement

With reported fraud increasing nationally and police resources coming under significant pressure, we recognise the importance of focusing our efforts on issues that are of greatest concern to the City’s community and businesses. As such, we will continue to engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud. Where possible, we will adopt a collaborative approach to addressing these priorities, whether through education, prevention, disruption or enforcement activities.

### Prevention

With fraud as prevalent as it is and often committed by criminals hidden behind the anonymity of the Internet, prevention and disruption of cyber-enabled fraud will be an increasing focus of our efforts over the coming years. Working with the Safer City Partnership, we will expand our fraud prevention advice to City businesses, residents and workers. We will disrupt criminals who commit fraud by helping local Trading Standards Officers to tackle rogue businesses operating in the City and closing down fraudulent websites. We will continue to support regulators, including the Financial Conduct Authority, to help employees identify and challenge fraud and money laundering and thereby improve market ethics.

### Service

We will ensure that victims of fraud are encouraged to report fraud and that, once recorded, they receive a professional response including regular updates on progress with their case. We will promote more accessible ways to deliver fraud prevention advice, exploiting communication methods such as social media. We will also work closely with colleagues in the Metropolitan Police Service and British Transport Police, under a new London Regional Fraud Team approach, to mount targeted operations that address emerging threats facing community and businesses in the City and wider London Region.

## City of London Police Policing Plan 2015-2018 – Priorities



Our work as the *National Lead Force for Fraud* keeps us at the heart of helping the police service respond to economic crime and cyber-enabled fraud. We play a significant role in delivering the government’s “Fighting Fraud Together” strategy and we work closely with and support the National Crime Agency in their efforts to combat economic crime. We host one of the largest fraud investigation capabilities in the country which sits side by side the National Fraud Intelligence Bureau, one of the most advanced and extensive analytical systems anywhere. Our Economic Crime Academy is a centre of excellence that educates and up skills individuals and businesses across public and private sectors, enabling them to identify and combat fraud. Last year we became the home of Action Fraud, formerly the government’s national fraud reporting facility. When combined with the National Fraud Intelligence Bureau and our work with the National Crime Agency, our approach to tackling fraud and cyber-enabled fraud nationally will improve the quality, consistency and delivery of services provided to victims of economic crime.

Page 43

### Engagement

We will continue to engage with Police and Crime Commissioners and the Association of Chief Police Officers, adopting a collaborative approach to address individual and community priorities through prevention, enforcement and disruption activities. We will work closely with stakeholders and partners in the wider national and international counter fraud community, including the National Crime Agency. We will work with stakeholders and law enforcement partners to enhance national understanding of cyber-enabled economic crime and apply proactive intelligence and prevention strategies to address it. We will also engage with law enforcement internationally, building joint initiatives to protect British interests and tackle criminals overseas that target the UK.

### Prevention

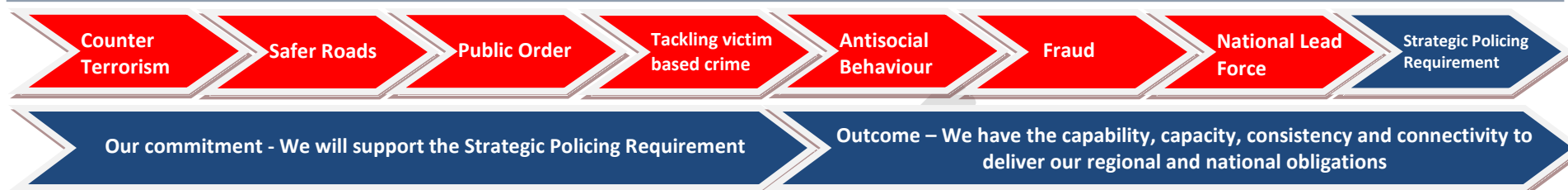
The most effective way to serve victims of economic crime is to prevent them becoming victims in the first place, which we will achieve through extensive prevention and disruption activities in collaboration with our partners. Our National Fraud Intelligence Bureau plays a key role in disrupting cyber-enabled fraud, complementing our strategies to safeguard potential victims of cyber-enabled economic crime. Our Economic Crime Academy will provide specialist training and advice to not only improve the quality and effectiveness of fraud investigation but also assist people prevent fraud.

### Service

We will improve our service to victims of fraud nationally by:

- Influencing and supporting policy making at a national level, which directly translates to how services will be delivered;
- Providing a national and regional law enforcement capability to enhance national investigation capacity and quality;
- Supporting the delivery of an enhanced national intelligence picture through the National Fraud Intelligence Bureau.

## City of London Police Policing Plan 2015-2018 – Priorities



The Strategic Policing Requirement (SPR) requires all police forces (and Police and Crime Commissioners) to ensure that they can fulfil national responsibilities for tackling criminal or terrorist threats and harms or other civil emergencies. The areas covered by the SPR have been selected because they either affect multiple police force areas or require action from multiple forces, resulting in a national response. The National Policing Requirement details the capacity, contribution, capability, consistency and connectivity required from police forces to counter the identified threats, which are outlined below. Whilst described separately, many of these threats overlap, with one major incident potentially crossing a number of threat areas. We have put in place a number of mechanisms and processes to ensure that we can fully support the Strategic and the National Policing Requirement when called upon to do so.

HMIC inspected police forces during 2014 to assess the extent to which they are meeting their obligations to support the Strategic Policing Requirement. They found that we were meeting all the key requirements to support a regional or national response to the areas detailed immediately below. However, they also found that forces, including us, still had work to do to address fully the threat from large scale cyber attacks.

Page 44

- Terrorism

Terrorism is rated among the highest risks and remains an enduring threat to the UK. The ability to flex and pool resources and intelligence is crucial to the national response to the terrorist threat. We will meet all the national requirements relating to skills, knowledge and infrastructure to enable us playing a full part in our regional and national counter terrorism obligations.
  
- Public Order

The primary objective of policing public order situations is to keep the peace and preserve order using the minimum force necessary. Exceptional public order demands can emerge with little notice, so forces need to retain the capability and capacity to respond effectively. We have ensured that our public order capability and capacity meets all national standards, with the appropriate numbers of skilled officers ready for deployment when required.
  
- Civil Emergencies

The Civil Contingencies Act 2004 places a legal responsibility on all forces to provide an appropriate response to emergencies, whether they are the result of natural disasters or intentional actions. We have in place protocols that ensure an appropriate response, individually or in collaboration with other forces and partners to incidents involving mass casualties, chemical, biological or radiological events or as first responders to a terrorist incident.





Serious organised crime

Serious and organised crime includes a range of activities, from the illegal supply of commodities, to fraud and violence committed by multi-million pound enterprises. To deliver fully our obligations in this area we have ensured that we understand the threat we face and can collaborate with other forces and partners in tackling the threat; this includes maintaining appropriate levels of skilled staff and contributing to a multi-agency intelligence capacity.



Cyber crime

Cyber attacks cover everything from small-scale email scams to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. We will ensure that we understand the threat faced by the City of London (and the nation in relation to cyber enabled fraud). We will equip our officers and staff with the necessary skills and training to ensure our service to victims is effective, that we have the capability and capacity to investigate cyber crime effectively, and help prevent individuals and businesses from becoming victims of cyber crime or attacks.

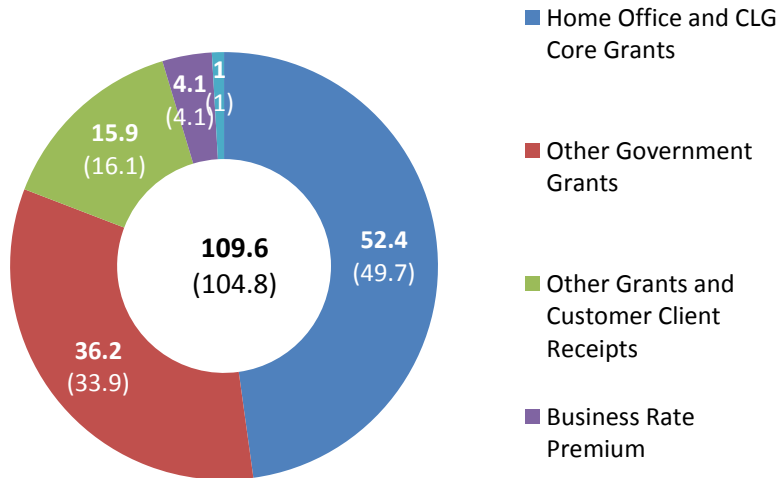
DRAFT

## City of London Police Policing Plan 2015-2018

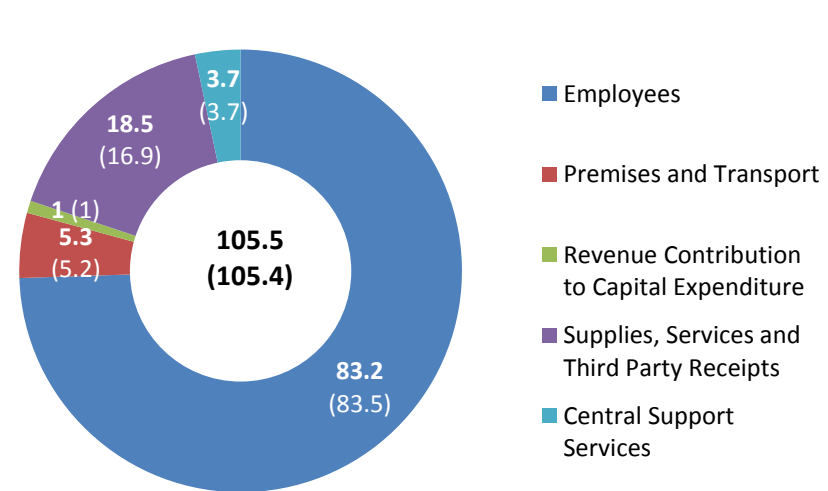


Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore we have made assumptions when developing our financial strategy, including general rates of inflation, the business rate premium (an element of business rates that are levied and applied to security), and pay freezes, amongst other things. The charts below provide a high level summary of our anticipated expenditure and income over the following two years of this plan.

### Income 2015-16 £m Projected (2016-17 levels in brackets)



### Expenditure 2015-16 £m Projected (2016-17 levels in brackets)



As all police forces, we continue to face significant financial challenges over the medium term; our particular challenge is to save £13.2m over the course of this plan. However, we are determined to maintain our professional service delivery in the face of reducing budgets and have developed an extensive efficiency programme that will ensure we have a secure financial footing against which we can continue to deliver policing to the City of London.

Our strategy to make the necessary savings is based on the following areas:

- During 2015/16 we are investing a significant sum of money in one-off spends that will deliver considerable savings over the course of this plan and beyond. 2015 will see the beginning of a phased move to new accommodation which has a reduced footprint compared to our current estate and which will be much cheaper to run than the buildings we presently occupy. It will also allow us to end expensive leases for current buildings that will no longer be required. Our accommodation programme is being complemented by the roll out of new technology that means our staff are no longer be desk bound to one location. The ability to work agilely, less constricted by traditional office locations and hours, means that staff are able to work more effectively and efficiently from any location. For officers on the street, this will mean the ability to complete processes using mobile devices, negating the need for separate reports or returning to the office to use a computer.
- We will reduce our supplement from our revenue budget to our capital programme budget over 2015/16 with a view to eradicating them altogether from 2016/17 onwards.
- We will seek to increase our income wherever we can; this will include maximising the opportunities under the Proceeds of Crime legislation, applying for Capital City Funding grants and generating income from developing our Economic Crime Academy services to businesses, nationally and internationally. We maintain a number of funded units, which we will ensure we operate on a full-cost recovery basis.
- We will reduce our pay costs through the implementation of directorate reviews and discrete projects. Examples of initiatives that will be implemented over the course of this plan include enhanced collaboration arrangements with the City of London Corporation to deliver a joint community safety hub and a joint control room. We have already implemented a managed service for the provision of ICT services. Over the course of 2015/16 we plan to reduce our staff numbers by 15%.

We are able to supplement our savings plan with approved and controlled use of reserves, subject to them not falling below a minimum level. We are confident that our strategy will provide us with the financial security to plan for the future and deliver a balanced budget by the end of this plan.

## City of London Police Policing Plan 2015-2018



Along with many other police forces and Police and Crime Commissioners, we are not setting any formal targets in this plan. This is not because targets are difficult to achieve or we are not concerned about being a high performing force; it is because we recognise targets can unwittingly adversely impact on behaviour and how crime is recorded. We need to be able to concentrate our resources where they are needed to address important or sometimes emerging issues, not just to chase a numerical target. We are committed to being a high performing police force. We will closely monitor performance levels across a range of measures to ensure that we are focussing our efforts where they are most needed. We will also ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance. The following measures, which support delivery of our priorities, are those that our Police Committee will hold us to account against in the delivery of this plan.

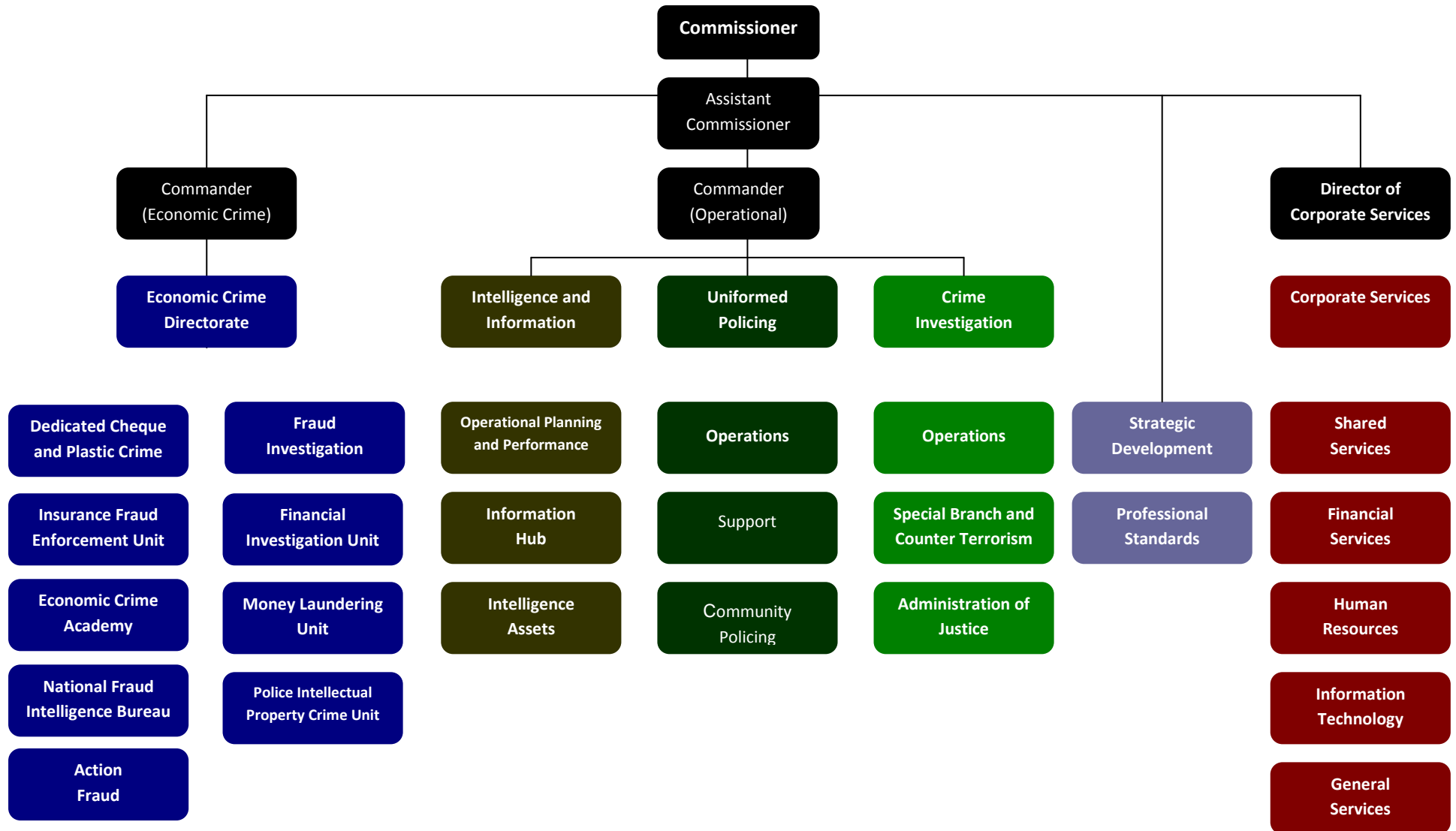
- Counter Terrorism:** The level of counter terrorism options tasked that are completed  
The level of community confidence that the City of London is protected from terrorism
- Road Safety:** The level of evidence-based education and enforcement activities supporting the City of London Corporation's casualty reduction target  
The percentage of Automatic Number Plate Recognition activations that are intercepted by the City of London Police
- Public Order:** The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed
- Tackling Crime:** The level of victim-based violent crime  
The level of victim-based acquisitive crime
- Tackling ASB:** The level of antisocial behaviour incidents
- Fraud:** The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided  
The level of City Fraud Crime, investigated by ECD resulting in a positive action whether through offender disposal, prevention or disruption  
The value of fraud prevented through interventions

**National Lead Force:** The attrition rate of crimes reported to Action Fraud  
The level of complaints against Action Fraud  
The level of the National Lead Force's return on investment  
The percentage of victims of fraud satisfied with the Action Fraud reporting service

**Strategic Policing Requirement:** The level of Force compliance with requirements under the Strategic Policing Requirement

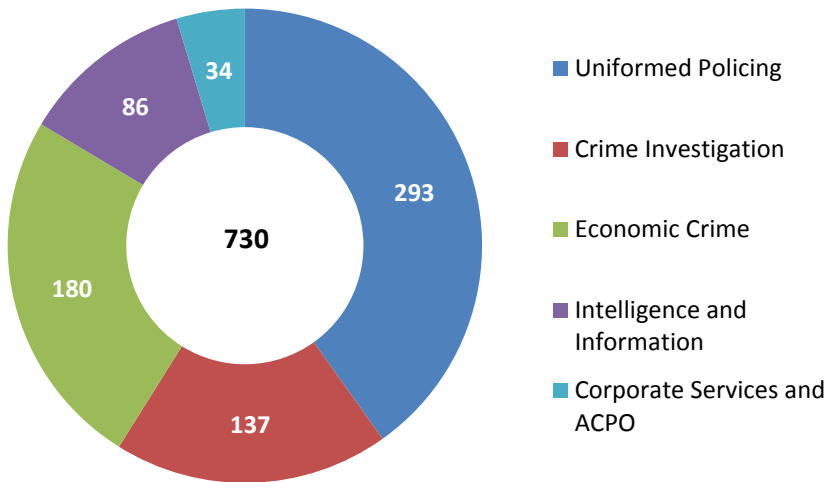
**Satisfaction:** The percentage of victims of crime satisfied with the service provided by the police  
The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

Performance against these measures will be reported quarterly to the Police Performance and Resources Sub Committee.

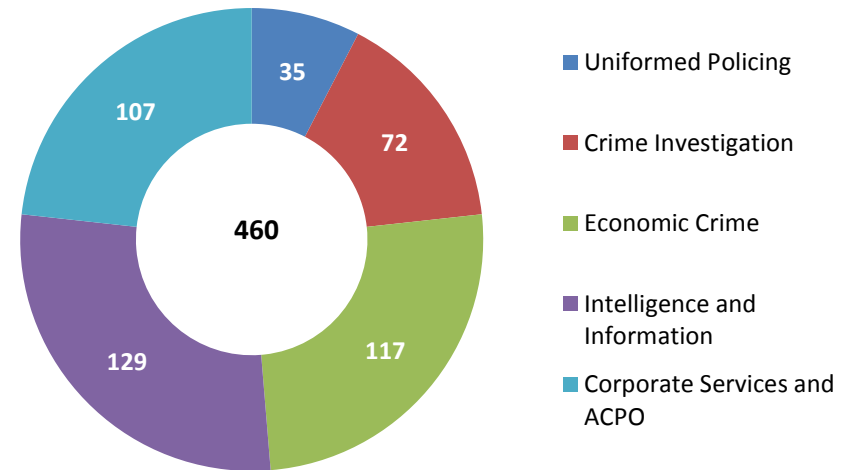




**Police Officers**



**Police Support Staff**





There follows a summary of how we have performed against last year's policing plan targets. Performance against this plan is reported quarterly to the Police Performance and Resources Sub Committee, who perform a valuable scrutiny and challenge function for the City of London Corporation in its capacity as Police Authority. Data integrity is important to us to ensure that the information presented for scrutiny is accurate and has been recorded ethically and with due regard to all current guidance.

The performance information below relates to end of third quarter performance together with an indication of whether the target is likely to be achieved. These pages will be updated when end of year performance information becomes available.

- 1. To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively**

*Achieved to date: At the end of December 2014, the level of satisfaction recorded was 95.2%*

- 2. To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public.**

*Not yet achieved: At the end of December 2014, we had delivered 95.7% of hours tasked to high visibility policing*

- 3. To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles**

*Achieved to date: At the end of December 2014, we had delivered all tasked education and enforcement events*

- 4. To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13**

*Achieved to date: At the end of December 2014 we had increased the number from 347 to 348*

- 5. To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement**

*Achieved to date: At the end of December 2014 we had maintained all necessary levels of staff to deliver our public order obligations under the Strategic Policing Requirement*

- 6. To ensure that at least 90% of those surveyed are satisfied with the information provided to them about large scale, pre-planned events, and with how those events were ultimately policed**



*Achieved to date: At the end of December 2014 we recorded an average satisfaction rate of 91.8% over the year*

**7. To reduce levels of victim-based violent crime compared to 2013-14**

*Unlikely to be achieved: At the end of December we recorded a 12% increase in victim-based violent crime (equivalent to 58 additional offences)*

**8. To reduce levels of victim-based acquisitive crime compared to 2013 -14**

*Achieved to date: At the end of December 2014 we recorded a 2.3% decrease in levels of acquisitive crime (equivalent to 65 fewer offences)*

**9. To measure victim satisfaction with the recorded outcome of their crime**

*We did not set this measure with a view to 'achieving' or 'not achieving' it but to help us to understand how crime outcomes impact on victims*

**10. To reduce the number of ASB incidents compared to 2013-14**

*Achieved to date: At the end of December, we recorded 64 fewer ASB incidents*

**11. To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police**

*Achieved to date: At the end of December we recorded an overall satisfaction rate of 91%*

**12. To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided**

*Not yet achieved: At the end of the second quarter we recorded an average satisfaction rate of 50%*

**13. To ensure City fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption**

*Achieved to date: At the end of December 2014 all 44 cases finalised during the year had resulted in a positive action*

**14. To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14**

*Achieved to date: At the end of December 2014 we recorded a year to date increase of 26.5%*

**15. To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national Law Enforcement Agencies**

*Achieved to date: This was a new measure that needed to be benchmarked for 6 months, at the end of December 2014, we had increased the number of high priority/priority OCGS disrupted by 100%.*

**16. To increase the value of fraud prevented through interventions compared to 2013-14**

*Achieved: At the end of December 2014, the value of fraud prevented was already more than for the whole of 2013-14 (£278m compared to £260m)*

**17. To ensure that at least 90% of victims are satisfied with the Action Fraud reporting service**

*Achieved to date: At the end of December 2014 we recorded a satisfaction rate of 92.1%*

**18. To ensure at least 90% of victims of crime are satisfied with the service provided by the police**

*Unlikely to be achieved: At the end of December 2014 we recorded a year to date satisfaction rate of 84.3% which makes it highly unlikely this target will be achieved by year end*

**19. To ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job**

*Unlikely to be achieved: At the end of December 2014 we recorded a year to date satisfaction rate of 87.6% which makes it highly unlikely this target will be achieved by year end*

DRAFT



**[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)**

**General enquiries:**

020 7601 2222  
postmaster@cityoflondon.pnn.police.uk

**Community Policing Team:**

020 7601 2452

**101**

Non emergency police number, in an  
emergency always dial **999**

**Follow us on twitter @CityPolice**

**Join us on Facebook City Community Cop**

**Headquarters**

City of London Police, Guildhall Yard East, Guildhall  
Buildings, London, EC2V 5AE

**Bishopsgate Police Station**

182 Bishopsgate, London, EC2M 4NP  
Open 24 hours

**Snow Hill Police Station**

5 Snow Hill, London, EC1A 2DP  
7.30am – 7.30pm Monday to Friday

**Economic Crime Directorate**

Guildhall Yard East, Guildhall Buildings, London,  
EC2V 5AE

This page is intentionally left blank

<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources – For Decision Police – For Information	19 February 2015 26 February 2015
<b>Subject:</b> Public Sector Pensions Reform – Establishing a Local Pensions Board Update	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>

## Summary

The Public Services Pensions Act 2013 requires that all pension schemes establish a local Pensions Board for the purpose of scrutinising the adequacy of arrangements in place to meet the requirements of scheme regulations and the extent to which local policy and guidance is fit for purpose.

Policy and Resources Committee approved at its meeting in January the recommendation to the Court of Common Council that a Pensions Board be established for the City of London LGPS. Since this time, final regulations have been received and those regulations include an amendment that impacts on the composition of the Board, this report proposes an alternate composition.

This report also brings to the attention of Members the need to establish a similar Board for the City of London Police Pension Scheme, the regulations for which have not yet been received. There is no draft guidance available from the Home Office as to how Police Pension Regulations may interpret the Act and so Members are asked to approve in principle the recommendation that a Police Pensions Board be established.

## Recommendation(s)

Members are asked to:

- Approve an amendment to the constitution of the LGPS Pensions Board which will be recommended to the Court of Common Council on 5 March 2015 so that it now comprises 2 Common Councilmen and 1 Senior Officer as Employer Representatives and 3 Scheme Member Representatives; and.
- Note that it is also necessary to establish a Pensions Board for the City of London Police Pension Scheme and that a further report on its composition be considered once Police Pension Regulations are issued.

## **Main Report**

### **Background**

1. In addition to changes to the scheme benefits, the Public Services Pensions Act 2013 includes a number of amendments to the administration, financial management and governance of public service pension schemes. The requirements of the Act must be met by 1 April 2015.
2. Changes to the Local Government Pension Scheme (LGPS) scheme benefits were introduced in 2014 with requirements regarding governance arrangements subject to separate regulations. Proposals to meet these governance requirements were considered at the last meeting of the Policy and Resources Committee. The report recommended a constitution and terms of reference for a Pensions Board in accordance with draft regulations and guidance from Central Government.
3. While the report focused on the requirements for the LGPS, the Act requires an equivalent Pensions Board for the City of London Police Pension Scheme. Regulations for the Police Pension Scheme are less advanced than for the LGPS, although it remains the case that a Pension Board must be in place by 1 April 2015. While the Board must be in place from this date, membership and operation of the Board may follow.

### **Current Position**

4. Regulations for the LGPS have now been finalised, in passing these regulations an amendment has been made that impacts the capacity in which Common Councilmen may serve on the Pensions Board. This report sets out a revised proposal to accommodate this change.
5. This report also puts forward a proposal to enable a Pensions Board to be established for the City of London Police Pension Scheme.

### **Revised Criteria for the LGPS Pension Board**

6. At its January meeting, the Committee agreed to recommend to the Court of Common Council that a Pensions Board be established for the City of London Corporation Local Government Pension Scheme. At that time draft regulations stipulated that the Board must comprise equal numbers of Employer and Scheme Member representatives and that any Elected Members (Common Councilmen) appointed to the board could not serve in either category. The constitution of the Board was therefore agreed as:
  - 3 Employer Representatives
  - 3 Scheme Member Representatives; and
  - 3 Representatives from the Court of Common Council
7. Final regulations are largely unchanged from draft with the exception that any Elected Members appointed to the Board must serve in the capacity of Employer

Representatives. The table below sets out the various possible options for the composition of the LGPS Pensions Board:

	<b>Total Members</b>	<b>Employer Representatives</b>	<b>Scheme Members</b>
1.	6	3 Common Councilmen	3 Scheme Members
2.	6	3 Senior Officers	3 Scheme Members
3.	6	2 Common Councilmen, 1 Senior Officer	3 Scheme Members
4.	8	3 Common Councilmen, 1 Senior Officer	4 Scheme Members
5.	8	2 Common Councilmen, 2 Senior Officers	4 Scheme Members

8. In anticipation of the challenge in appointing sufficiently skilled and experienced Scheme Member representatives, it is recommended that the Board does not exceed 6 Members in total. Option 3 is preferred; with the Board comprising 2 Common Councilmen, 1 Senior Officer and 3 Scheme Members.
9. The remaining aspects of the Terms of Reference would remain unchanged.

### **Police Pension Scheme Board**

10. The Police Pension Scheme reform will incorporate all aspects of the Public Services Pensions Act within a single set of regulations. Unlike the position with the LGPS, there has been no detailed guidance from the Home Office to enable preparation neither have the regulations been issued in draft. The regulations are not expected to be laid before week commencing 23 February and so it has not been possible to brief Members as to how the Police Pension Regulations will interpret the requirement for a local Pensions Board.
11. It is known that the core requirements of the Board will be consistent with those of the LGPS Pensions Board, in that its role will be to scrutinise the adequacy of arrangements in place to meet the requirements of scheme regulations and the extent to which local policy and guidance is fit for purpose. Similarly, it must comprise Employer and Scheme Member representatives.
12. The Court of Common Council is the Pension Authority for the City of London Police and so it is the responsibility of the Court to establish a local Pensions Board. This will be the subject of a further report, considering the composition and constitution of the Board, following the issue of Police Pensions Regulations.

### **Conclusion**

13. Final regulations for the governance of the LGPS require an amendment to the constitution of the LGPS Pensions Board approved by the Policy and Resources Committee in January 2015. It was previously stated that Common Councilmen would not be eligible to serve as Employer or Scheme Member Representatives, whereas final regulations state that Elected Members, if appointed, **must** serve as Employer representatives.
14. There is also a requirement that the Police Pension Scheme establishes a Pensions Board; at the time of writing, there is neither guidance or regulations in place to address this requirement. It is not possible to consider in detail the

composition of this Board until the Police Pension Regulations are issued at the end of February.

## **Appendices**

- None

## **Background Papers**

- Report to Establishment and Finance Committees May 2011: Consultation on the report of the Independent Public Services Pensions Commission Final Report
- Report to Establishment and Finance Committees July 2012: Local Government Pension Scheme 2014 Employer Consultation
- Report to Establishment Committee 31st January 2013: The Local Government Pension Scheme 2014 – Draft Regulations on Membership, Contributions and Benefits
- Report to Establishment and Finance Committees July 2013 - Local Government Pension Scheme (LGPS) 2014 Implementation
- Report to Summit Group and Chief Officers Group December 2014 - Public Sector Pensions Reform – Establishing a Local Pensions Board (Local Government Pension Scheme)
- Report to Policy and Resources Committee 22 January 2015 - Public Sector Pensions Reform – Establishing a Local Pensions Board (Local Government Pension Scheme)

## **Matt Lock**

Head of Payments and Support Services

T: 020 7332 1276

E: [matt.lock@cityoflondon.gov.uk](mailto:matt.lock@cityoflondon.gov.uk)



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

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



By virtue of paragraph(s) 7 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank