



## Police Committee

**Date:** FRIDAY, 15 DECEMBER 2017  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Deputy Douglas Barrow (Chairman)  
Deputy James Thomson (Deputy Chairman)  
Nicholas Bensted-Smith  
Deputy Keith Bottomley  
Simon Duckworth  
Emma Edhem  
Alderman Alison Gowman  
Christopher Hayward  
Alderman Ian Luder  
Andrew Lentin (External Member)  
Deputy Henry Pollard  
Deputy Richard Regan  
Lucy Sandford (External Member)

**Enquiries:** George Fraser  
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**Next Meeting: 25 January 2018 @ 11:00**

**Lunch will be served in Guildhall Club at 1PM**  
**NB: Part of this meeting could be the subject of audio or video recording**

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



## Part I - 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 from the last meeting, held on 2 November 2017.

**For Decision**  
(Pages 1 - 12)

4. **OUTSTANDING REFERENCES**

Report of the Town Clerk

**For Information**  
(Pages 13 - 22)

5. **CAPITAL BUILDINGS COMMITTEE**

Report of the Town Clerk

**For Decision**  
(Pages 23 - 26)

6. **MEDIUM TERM FINANCIAL PLAN (MTFP) [TO FOLLOW]**

Joint Report of the Chamberlain and the Commissioner

*This report was unavailable at the time of publication and will be circulated separately.*

**For Decision**

7. **COLP VOLUNTEER RESERVES PROPOSAL PRESENTATION**

Presentation of the Special Constabulary Commander

**For Information**

8. **POLICE PROPERTY ACT FUND NOMINATIONS**

Report of the Town Clerk

**For Decision**  
(Pages 27 - 32)

9. **STAFF SURVEY UPDATE**

Report of the Commissioner of Police

**For Information**  
(Pages 33 - 68)

10. **NICHE - ACCEPTED LIABILITIES**  
Report of the Town Clerk, Chamberlain, Comptroller & City Solicitor  
**For Information**  
(Pages 69 - 72)
  11. **SPECIAL INTEREST AREA UPDATES**  
Verbal updates of the Special Interest Area leads  
**For Information**
    - a) **IT**
    - b) **Business Improvement & Change and Performance & Risk Management**
    - c) **Road Safety and Casualty Reduction**
  12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
  14. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 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 Schedule 12A of the Local Government Act.  
**For Decision**
- Part II - Non-Public Agenda**
15. **NON-PUBLIC MINUTES**  
To agree the non-public minutes from the last meeting, held on 2 November 2017.  
**For Decision**  
(Pages 73 - 80)
  16. **NON-PUBLIC OUTSTANDING REFERENCES**  
Report of the Town Clerk  
**For Decision**  
(Pages 81 - 82)
  17. **REPORT OF ACTION TAKEN**  
Report of the Town Clerk  
**For Information**  
(Pages 83 - 84)
  18. **POLICE ACCOMMODATION STRATEGY P3E - LONDON WALL CAR PARK**  
Report of the Chamberlain, Commissioner of Police and City Surveyor  
**For Decision**  
(Pages 85 - 102)

19. **POLICE ACCOMMODATION STRATEGY - 21 NEW STREET: BUSINESS RATES & REVERSIONARY LEASE**  
Report of the Chamberlain, Commissioner and City Surveyor  
**For Decision**  
(Pages 103 - 110)
20. **POLICE ACCOMMODATION STRATEGY: DECANT - COLP DECANT LOGISTICS / MOVE PARTNER**  
Report of the Commissioner of Police  
**For Decision**  
(Pages 111 - 118)
21. **POLICE ACCOMMODATION STRATEGY: ENABLING WORKS**  
Joint report of the Chamberlain, City Surveyor and Commissioner of Police  
**For Decision**  
(Pages 119 - 132)
22. **ACTION FRAUD INTERIM SERVICE PROVIDER WAIVER REPORT: DOCUMENT REFERENCE NUMBER: WLOF0060**  
Report of the Commissioner of Police  
**For Decision**  
(Pages 133 - 142)
23. **ACTION AND KNOW FRAUD CENTRE -CONTRACT SERVICE BUDGET**  
Report of the Commissioner of Police  
**For Decision**  
(Pages 143 - 152)
24. **CONTRACTUAL ARRANGEMENTS FOR SPONSORSHIP OF THE DCPCU**  
Report of the Commissioner of Police  
**For Decision**  
(Pages 153 - 156)
25. **NATIONAL BALLISTICS INTELLIGENCE SERVICE (NABIS) S22A COLLABORATION AGREEMENT**  
Report of the Commissioner of Police  
**For Decision**  
(Pages 157 - 168)
26. **NATIONAL POLICE CHIEFS COUNCIL (NPCC) S22A COLLABORATION AGREEMENT - REVIEW 2017**  
Report of the Commissioner of Police  
**For Decision**  
(Pages 169 - 174)

27. **COMMISSIONER'S UPDATES**  
Commissioner to be heard.
28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
29. **ANY OTHER NON-PUBLIC BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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**POLICE COMMITTEE**

**Thursday, 2 November 2017**

**Minutes of the meeting of the Police Committee held at the Guildhall EC2 at 11.00 am**

**Present**

**Members:**

Deputy Douglas Barrow (Chairman)	Emma Edhem
Deputy James Thomson (Deputy Chairman)	Alderman Ian Luder
Alderman Alison Gowman	Andrew Lentin
Nicholas Bensted-Smith	Deputy Henry Pollard
Deputy Keith Bottomley	Lucy Sandford

**Officers:**

George Fraser	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Christopher Bell	-	Chamberlain's Department
Sean Green	-	Chamberlain's Department
Ian Dyson	-	Commissioner, CoLP
Alistair Sutherland	-	Assistant Commissioner, CoLP
David Clark	-	Commander of Economic Crime, CoLP
Jane Gyford	-	Commander of Operations, CoLP
Martin O'Regan	-	CoLP
Pauline Weaver	-	Head of Change Portfolio Office, CoLP
Hayley Williams	-	CoLP
Richard Jeffrey	-	Comptroller and City Solicitor's Department
Simon Rilot	-	City Surveyor's Department

**1. APOLOGIES**

Apologies were received from Christopher Hayward, Simon Duckworth and Deputy Richard Regan.

**MATTERS ARISING**

The Chairman introduced new external Member, Andrew Lentin, to the Police Committee for his first meeting. He also introduced Tina Denis, who had just joined the Town Clerk's department and would be providing support to the Chairmen and Deputy Chairmen of the Police and Finance Committees.

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

There were no declarations.

### 3. **MINUTES**

#### a) **Police Committee on 21 September 2017**

The Committee considered the minutes of the previous meeting, held on 21 September 2017.

**RESOLVED** – That the minutes be approved.

#### b) **Professional Standards & Integrity Sub-Committee on 22 September 2017**

The Committee considered the minutes of the previous meeting, held on 22 September 2017.

**RESOLVED** – That the minutes be approved.

#### c) **Performance & Resource Management Sub-Committee on 26 September 2017**

The Committee considered the minutes of the previous meeting, held on 26 September 2017.

A Member asked for clarification of Sub-Committee Member, Caroline Mawhood. It was confirmed that Caroline was a second co-opted Member from the Audit & Risk Committee, alongside Kenneth Ludlam. It was confirmed that she was also an external Member. The Member suggested that their status as an external Member be clarified in the membership list within the minutes. The Town Clerk confirmed that they would amend the system nomenclature for co-opted and external Members within all future minute documents to ensure clarity in this regard. (2)

**RESOLVED** – That the minutes be approved.

#### d) **Police Pensions Board**

The Committee considered the minutes of the previous meeting, held on 2 October 2017.

**RESOLVED** – That the minutes be approved.

#### e) **Economic Crime Board on 20 October 2017**

The Committee considered the minutes of the previous meeting, held on 20 October 2017.

**RESOLVED** – That the minutes be approved.

### 4. **OUTSTANDING REFERENCES**

The Committee considered a report of the Town Clerk which set out Outstanding References from previous meetings of the Committee.

#### **OR 1 – Equality & Diversity Lead**

A Member asked for confirmation of who had been appointed as the CoLP lead for Equality and Diversity. The Assistant Commissioner explained that the



decision would be made on 9 November, and would be able to confirm this with the Member in due course. (3)

#### **OR 4 - Source of Clothing Stock**

A Member explained that the response provided by City Procurement to address this item was not sufficient, and asked for clarification of the adherence to the Social Value Act 2012 in procurement. The Member agreed to feedback the findings of the Social Value Panel that measures performance of local authorities in this regard. It was agreed that this item be marked as outstanding. (4)

#### **OR 6 – Accommodation of Young People in Custody**

The Chairman illustrated his approval that the total outstanding costs had been recovered for the accommodation of young persons in Police custody when local accommodation could not be provided.

#### **OR 10 – Street Triage Funding**

The Chairman asked for any update on where funding would be sourced beyond May 2018. The Commander of Operations advised that there had been a verbal agreement for NHS East London Foundation Trust to continue funding until May 2019.

A Member raised a concern that responses to previous outstanding references were not recorded within the agenda packs, and as such there may not be sufficient opportunity to prevent outstanding references from being marked as closed if responses are not satisfactory. The Deputy Chairman noted that previously this was the case, but due to the significant additional paperwork it added to the agenda packs, it was not always entirely productive. He suggested that a compromise might be beneficial. Members agreed that it would be useful to employ a deadline for contributing objections or further queries on all outstanding references before they are marked as complete. The Town Clerk confirmed that, upon circulation of updates to Members via email, there would be an additional 7 days for Members to submit comments to prevent items from being marked as complete. If no objections are received within 7 days, items would be automatically marked as complete without further notice. (5)

**RESOLVED** – That the report be received.

#### **5. HEALTH AND SAFETY ANNUAL PERFORMANCE UPDATE (1ST APRIL 2016- 31ST MARCH 2017)**

The Committee received a report of the Commissioner of Police that provided information on the current position regarding the management of Health and Safety within the City of London Police since September 2016.

The Assistant Commissioner explained that Custody training issues, one of the top marked risks in paragraph 25, has now been addressed. He explained that officers were trained during the period in which the custody suite was closed, but that the CoLP were reliant on support from the British Transport Police Authority (BTPA), for the period of closure.

The Assistant Commissioner explained that the other noted key risks were all being picked up by the November Health, Safety and Wellbeing Committee meeting.

A Member explained to the Committee that in relation to the closure of the custody suite for 11 days, the Professional Standards and Integrity Sub-Committee had been made aware that the structure of sourcing staff from uniformed policing was a potential issue as command lines of custody officers remained with their uniformed sergeant rather than having any reporting line to the Custody Manager, which created ambiguity. The Member noted that the issue was addressed previously, with a plan in place to have training carried out in January 2017. However, this plan was stifled by urgent issues at the time. The Member explained that a Command structure has been proposed but had simply not yet been implemented. The Commander of Operations explained that there were two options for consideration: a single service approach, or a cooperation between custody and CID officers. The Member stated their disappointment at the poor communication of the closure to Members, Independent Custody Visitors and appropriate Corporation staff. The Member requested to be kept updated about any developments in this regard. (6)

In reference to paragraph 54 of the report, a Member asked when the last external audit had taken place. The Assistant Commissioner explained that internal audit had been a challenge, as indicated by the STRA process. He explained that a Health & Safety Action Plan was in place. He also confirmed that no external audit had taken place, though perhaps this would be something for future consideration. The Chairman stated that the monitoring of quality in this way was of the utmost importance. The Assistant Commissioner agreed.

A Member asked if it was possible to source figures of near misses over the most recent six-month period. The Assistant Commissioner confirmed that this could be done, and agreed to circulate these via email. Another Member suggested that perhaps it would be useful to have a further analysis into the categorisation of events marked as “near misses” to provide an improved insight. (7)

**RESOLVED** – That the report be received.

**6. CITY OF LONDON POLICE IT STRATEGY**

The Committee considered a joint report of the Chamberlain and the Commissioner of Police that proposed the strategic direction for the City of London Police IT service over the next three years, until 2020.

Members commented that the attachment of the Appendix relating to the Force Information Security Policy was unnecessary. However, Members agreed with the general principals set out by the strategy.

A Member questioned the lack of reassurance that nothing would be implemented that was incompatible with technology used by other forces. The

Commissioner explained that the CoLP were monitoring every opportunity in policing and are fully engaged with other forces on new developments – clarification of this had simply been omitted from the report.

The Assistant Commissioner explained that the Force Information Security Policy, although compiled in August 2014, was still current as of this meeting. He explained that the Director of IT sits on the Force Strategic Digital Board which allows CoL/CoLP to maintain insight in this regard. He explained that the CoLP is thus able to join up with national forces with regards to interoperability of systems where possible as part of the national police IT landscape. The Chairman stated that these facts need to be clarified within the next iteration of the IT strategy which would be reviewed in six months. (8)

**RESOLVED** – That the report be received and the strategic approach set out within the report be approved.

**7. CAPITAL AND REVENUE BUDGET MONITORING REPORT TO SEPTEMBER 2017 - TO FOLLOW**

The Committee received a late joint report of the Chamberlain and the Commissioner of Police that summarised the capital and revenue budget of the City of London Police for the second quarter of 2017.

The Commissioner explained that the Mid-Term Financial Plan (MTFP) Report would be submitted to the next meeting of the Police Committee, on 15 December. (9) The Chamberlain explained that discussions undertaken to finalise the report had gone on longer than expected, due to uncertainty around some of the numbers. He explained that the budget deficit of £1.6m was likely to come down towards the end of the year, but it was important to continue to identify savings to reduce the drawdown on the reserves, which would be exhausted next year without further action. He explained that the Deloitte review had identified potential savings which should be factored into the budget for 2018/19 and the MTFP.

In reference to paragraph 9 of the report, the Chairman asked if the £395,000 savings identified by the Deloitte report as “quick wins” were included within the budget. The Assistant Commissioner explained that this will be confirmed by the Q3 budget report.

A Member asked if the additional funds requested for Bishopsgate refurbishment under urgency procedure since the last meeting would be included in the budget. The Director of Estates & Support Services explained that there had been underinvestment at Bishopsgate and so this additional spend would not negatively impact the budgeted sums. A Member stated that underspend on maintenance was a very common mistake made by organisations, and noted that it had clearly occurred in the case of Bishopsgate Police Station. The Member declared that lessons should be learned, and that there was a need for an annual external survey and report on whether maintenance of services have been maintained adequately. Another Member agreed, and emphasised the importance of assessments being carried out externally. The Deputy Chairman confirmed that the City Surveyor should

employ this across all projects. Members asked that this recommendation be fed back to the Town Clerk on behalf of the Police Committee. (10)

Regarding current vacancies referenced within the report, a Member queried whether any of these were being maintained purposefully. The Commissioner confirmed that this was not the case, and that the aim was to fill all current officer vacancies. The Chairman questioned whether vetting delays were having an adverse effect on recruitment timelines. The Commissioner explained that this was something that the CoLP aimed to resolve with other forces on an individual basis, where officers were transferring in from other forces. However, he explained that severe delays surround the requirement for Security Clearance (SC) vetting, which is carried out externally by the Foreign and Commonwealth Office (FCO), and can often take long periods of time to complete. He stated that he has recently written to them with regards to two particular cases that have been outstanding for considerable time

The Chairman asked for clarification on the allocation of POCA reserves to the Safer City Partnership since previous requests had been made. The Commissioner confirmed that he would follow up on this and provide a verbal update at the next Police Committee meeting on 15 December. (11)

**RESOLVED** – That the report be received.

## **22. ANNUAL WAIVERS REPORT 2016/17**

*[This item was taken as part of the public agenda, following Item 7]*

The Committee received a report of the Chamberlain that briefed Members on the process, risks and points to consider when approving waiver requests.

The Chamberlain emphasised to Members that the headline of the report was that the number of waivers required had reduced overall. He explained that sanctions were being drawn up with Human Resources to penalise repeat use of retrospective waivers as a deterrent to their frequent use.

A Member noted that half of the total value of waivers used by the City of London Police were applied for retrospectively, and queried whether this was the case with all departments. The Chamberlain explained that they would follow this up and feed back to Members. (12)

**RESOLVED** – That Members note:

1. The positive reduction in the number of waivers processed during the last financial year from 830 down to 388.
2. The value of waivers processed for 2016/17 was £10m.
3. The risks associated with approving waivers, in particular, retrospective waivers which we wish to eradicate during 2017-18.

4. The need to consider waiver requests presented to Spending Committees in light of the risks highlighted and to ensure that prior to approval that the waiver is the only viable route to procure a contract.

## 8. **SPECIAL INTEREST AREA UPDATES**

### a) **Public Order**

The Committee heard a verbal update from the Special Interest Area lead for Public Order.

The Special Interest Area lead for Public Order thanked Lucy Sandford and Inspector Stuart Phillips for providing her with support as she took over the role.

The SIA Lead explained that, when looking at future challenges for public order, the City of London Police filling vacancies was an immediate issue. Following a hiatus period where there was no recruitment process ongoing, the City of London Police have now commenced recruitment again. Although there have been 20 newly recruited probationer officers, the need for training means that they will not all be fully operational for an additional period. The Commander of Operations clarified that although training time was effectively only one week for Public Order skills, the delay was due to the combined period of recruitment and training processes. She explained that there was also a limited pool of those who hold the skillset to recruit from internally, but that there was a focus on improving recruitment campaigns and solidifying the skills requirements.

The SIA lead explained that unpredictability of workload, in the face of the occurrence of unexpected events, has been a significant factor impacting the work/life balance of those officers involved in public order resolution.

The SIA lead explained that uniforms and resources were also an issue of note. She explained that there had been cooperation with the Metropolitan Police Service (MPS) on this, and the relationship between the two Forces was very supportive.

The Director of Estates & Support Services explained that the City of London Police are on-boarding the National Framework for the uniform of Police. He explained to Members that their internal process was referenced in the Health & Safety Report. He also explained that resilience stock was available for delivery 24/7.

The Commissioner explained that officers on the Support Group have been working very hard, and declared that the City of London Police were proud of their public protest management. He also recommended that Members take the opportunity to witness Public Order training if interested.

**RESOLVED** – That the Special Interest Area lead for Public Order be heard.

### b) **Professional Standards & Integrity**

The Committee heard a verbal update from the Special Interest Area lead for Professional Standards and Integrity.

The Special Interest Area lead for Professional Standards and Integrity explained to Members that the Director of Professional Standards, Dermont Robinson, was no longer in post and would be replaced by Detective Superintendent Maria Woodall. She also explained that two new Members had joined the Professional Standards and Integrity Sub-Committee, Common Councilman, Tijs Broeke and external member, Mia Campbell.

The SIA Lead explained that the Professional Standards Department (PSD) was generally operating at full strength, though there was still a desire to increase the number of skilled analysts.

The SIA Lead explained that recent misconduct hearings/cases had been handled very well, citing a drink-driving case that had been fast-tracked to hearing and resolved in an efficient and timely manner.

The SIA Lead made Members aware of the *Bad Apple* project, which enables 2-way reporting of the misconduct of colleagues. She explained that since its inception in March 2017, there have been 29 complaints, out of which one misconduct issue has arisen.

The SIA Lead explained that the London Police Challenge Panel had been a useful platform for forces to discuss code of ethics issues.

The Assistant Commissioner explained that a recent HMIC inspection had suggested increased resilience and capacity in the area of anti-corruption, and the PSD were now looking at capacity in this area..

The Assistant Commissioner declared that the PSD was a very robust outfit, and explained to Members that other forces had called on their services to carry out investigations, cementing their strong reputation.

**RESOLVED** – That the Special Interest Area lead for Professional Standards and Integrity be heard.

c) **Accommodation & Infrastructure**

*[This item was taken as part of the non-public agenda, following Item 13]*

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

There were no questions.

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

There were no items of urgent business.

11. **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 I of Schedule 12A of the Local Government Act.

**12. NON-PUBLIC MINUTES**

**a) Police Committee on 21 September 2017**

The Committee considered the non-public minutes from the last meeting, held on 21 September 2017.

**RESOLVED** – That the non-public minutes of the meeting be approved.

**b) Economic Crime Board on 20 October 2017**

The Committee received the non-public minutes from the last meeting, held on 20 October 2017.

**RESOLVED** – That the non-public minutes of the meeting be received.

**13. NON-PUBLIC OUTSTANDING REFERENCES**

The Committee considered a report of the Town Clerk which set out non-public Outstanding References from previous meetings of the Committee.

**RESOLVED** – That the report be received.

**14. ACTIONS TAKEN SINCE THE LAST MEETING**

The Committee received a report of the Town Clerk that summarised actions by the Town Clerk taken under delegated authority or urgency procedures since the last meeting, held on 21 September 2017.

**RESOLVED** – That the report be received.

**15. POLICE ACCOMMODATION STRATEGY UPDATE**

The Committee considered a joint report of the City Surveyor, Chamberlain and the Commissioner of Police that summarised progress on the Police Accommodation Strategy, and sought Members' approval for the progression of the implementation programme.

**RESOLVED** – That the recommendations be approved.

**16. POLICE ACCOMMODATION STRATEGY: PHASE 3A BISHOPSGATE POLICE STATION REMAINING AREAS (TRANCHE 2) AND UPDATE ON TRANCHE 1 PROGRESS**

The Committee received a joint report of the City Surveyor, Chamberlain and Commissioner of Police that sought Members' approval for redevelopment works on Bishopsgate Police Station as part of the Police Accommodation Strategy.

**RESOLVED** – That the recommendations be approved.

**17. BRIDGE HOUSE ESTATES - FINSBURY HOUSE LETTING TO CITY OF LONDON POLICE - RECONCILIATION OF FUNDS**

The Committee received a report of the Chamberlain that sought Members' approval of a number of recommendations surrounding the occupation of Finsbury House.

**RESOLVED** – That the recommendations be agreed.

18. **ID CRIME PROJECT**

The Committee considered a report of the Commissioner of Police that sought Members' approval of recommendations surrounding the ID Crime Project.

**RESOLVED** – That the recommendations be agreed.

19. **CCCI NICHE PROJECT-LEGACY DATA AND MOPI COMPLIANCE - ISSUE REPORT**

That Committee considered a report of the Commissioner of Police that sought Members' approval of a number of recommendations relating to the implementation of the CCCI Niche Project.

**RESOLVED** – That the recommendations be agreed.

20. **HR UPGRADE TO V2015**

The Committee considered a report of the Commissioner of Police that sought Members' approval of a number of recommendations surrounding the HR Upgrade to v2015 project.

**RESOLVED** – That the recommendations be approved.

21. **COMPOSITE CLOSURE REPORT**

The Committee considered a report of the Commissioner of Police that sought Members' approval for the closure of a number of projects undertaken by the City of London Police.

**RESOLVED** – That the recommendations be approved.

23. **HEALTH AND SAFETY ANNUAL PERFORMANCE UPDATE (1ST APRIL 2016- 31ST MARCH 2017) - APPENDIX 3**

The Committee received an additional appendix not for publication to the report received as item 5 on the agenda, Health and Safety Annual Performance Update (1 April 2016 – 31 March 2017)

**RESOLVED** – That the appendix be received.

24. **COMMISSIONER'S UPDATES**

The Committee heard a verbal update from the Commissioner of Police that updated Members' on recent developments of the City of London Police since the last meeting, held on 21 September 2017.

**RESOLVED** – That the Commissioner be heard.



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

There were no questions.

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

The Committee were asked to consider a late report of the Commissioner of Police.

**The meeting closed at 1.09 pm**

**Next Meeting Date: 15 December 2017 @ 11:00**

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Chairman

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## POLICE COMMITTEE

15 December 2017

### OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	<b>21/09/17 (+1)</b> <i>Item 5 – Annual Update on the Custody of Vulnerable Persons</i>  “Use of Force” figures in custody	<p>The Assistant Commissioner noted that there had been a rise in incidents involving the use of force. This was owing to the fact that handcuffs were applied at the scene rather than in the custody suite itself. He explained to Members that the decision to use handcuffs was as a result of a dynamic risk assessment at the time of the arrest / detention of the individual and dependent upon the officer’s discretion. A Member noted that the figures were significantly higher as a percentage than those of other Forces used for comparison. The Assistant Commissioner explained that although CoLP showed a high percentage in the use of handcuffs, there had not been any rise in complaints made as a result of this, which would usually be seen as strong indicators of any problematic conduct issues. The Chairman of Professional Standards &amp; Integrity Sub-Committee suggested that this might be an area relevant for the Sub-Committee.</p> <p><b>UPDATE:</b> This was raised at the meeting of Professional Standards &amp; Integrity Sub-Committee on 1 December 2017. At this meeting, the Chairman of the Sub-Committee requested that clear conclusive information be circulated to Members that clarified why the CoLP figures were higher by comparison to other forces.</p>	CoLP/ Professional Standards & Integrity Sub- Committee	<b>OUTSTANDING -</b>  Updated 01/12/17

No.	Meeting Date & Reference	Action	Owner	Status
2.	<b>02/11/17</b> Item 3c – <i>Minutes, Performance &amp; Resource Management Sub-Committee 26/09/17</i>  External/Co-opted Members designation in minutes packs.	A Member asked for clarification of Sub-Committee Member, Caroline Mawhood. It was confirmed that Caroline was a second co-opted Member from the Audit & Risk Committee, alongside Kenneth Ludlam. It was confirmed that she was also an external Member. The Member suggested that their status as an external Member be clarified in the membership list within the minutes. The Town Clerk confirmed that they would amend the system nomenclature for co-opted and external Members within all future minute documents to ensure clarity in this regard.	Town Clerk	<b>COMPLETE</b>
3.	<b>02/11/17</b> Item 4 – <i>Outstanding References</i> <b>21/09/17</b> (1) Item 3a – <i>Minutes</i>  Equality & Diversity Lead	A Member asked for confirmation of who had been appointed as the CoLP lead for Equality and Diversity. The Assistant Commissioner explained that the decision would be made on 9 November, and would be able to confirm this with the Member in due course.  <b>UPDATE:</b> A civilian member of staff has been appointed to the post and is due to start on the 2 January 2018. The lead member for Equality and Inclusion was informed on the 21 November 2017 of the appointment.	CoLP	<b>PENDING COMPLETE -</b>  Update provided by CoLP on 04/12/17

No.	Meeting Date & Reference	Action	Owner	Status
4.	<p><b>02/11/17</b> Item 4 – <i>Outstanding References</i> <b>13/07/17</b> (4) Item 25a – <i>Provision of a Uniform Managed Service for City of London Police Stages 1&amp;2 Report</i></p> <p>Source of Clothing Stock</p>	<p>Members' questioned the source of the clothing stock. The City Surveyor agreed to provide this information to Members.</p> <p>A Member requested that there needed to be an overview of all procurement. The Chamberlain explained that there was a robust and substantial strategy in place, and agreed to send this to the Member.</p> <p>A Member explained that the response provided by City Procurement to address this item was not sufficient, and asked for clarification of the adherence to the Social Value Act 2012 in procurement. The Member agreed to feedback the findings of the Social Value Panel that measures performance of local authorities in this regard. It was agreed that this item be marked as outstanding.</p>	City Procurement/ Chamberlain	<p><b>ONGOING –</b></p> <p>Update from City Procurement circulated to Members on 13/11/17</p>

No.	Meeting Date & Reference	Action	Owner	Status
5.	<b>02/11/17</b> Item 4 – <i>Outstanding References</i>  Outstanding References marked as Complete	A Member raised a concern that responses to previous outstanding references were not recorded within the agenda packs, and as such there may not be sufficient opportunity to prevent outstanding references from being marked as closed if responses are not satisfactory. The Deputy Chairman noted that previously this was the case, but due to the significant additional paperwork it added to the agenda packs, it was not always entirely productive. He suggested that a compromise might be beneficial. Members agreed that it would be useful to employ a deadline for contributing objections or further queries on all outstanding references before they are marked as complete. The Town Clerk confirmed that, upon circulation of updates to Members via email, there would be an additional 7 days for Members to submit comments to prevent items from being marked as complete. If no objections are received within 7 days, items would be automatically marked as complete without further notice.	Town Clerk	<b>OUTSTANDING</b>
6.	<b>02/11/17</b> Item 5 – <i>Health and Safety Annual Performance Update (1 April – 31 March 2017)</i>  Closure of Custody Suite	A Member stated their disappointment at the poor communication of the closure to Members, Independent Custody Visitors and appropriate Corporation staff. The Member requested to be kept updated about any developments in this regard.  <b>UPDATE:</b> An update on the Custody matters was sent to Alderman Gowman on 8 <sup>th</sup> November on behalf of T/Cdr Gyford, which outlined the updated position.	CoLP	<b>PENDING COMPLETE –</b>  Update sent to Member on 08/11/17

No.	Meeting Date & Reference	Action	Owner	Status
7.	<b>02/11/17</b> Item 5 – <i>Health and Safety Annual Performance Update (1 April – 31 March 2017)</i>  “Near Misses” categorisation	<p>A Member asked if it was possible to source figures of near misses over the most recent six-month period (April 2017-Sep 2017). The Assistant Commissioner confirmed that this could be done, and agreed to circulate these via email. A Member suggested that perhaps it would be useful to have a further analysis into the categorisation of events marked as “near misses” to provide an improved insight.</p> <p><b>UPDATE:</b> This information was sourced by the Head of Health &amp; Safety and an update was sent to Members on 29 November. Further Health &amp; Safety updates are scheduled as normal in 2018.</p>	CoLP	<b>PENDING COMPLETE –</b>  Update circulated to Members on 29/11/17

No.	Meeting Date & Reference	Action	Owner	Status
8.	<b>02/11/17</b> Item 6 – <i>CoLP IT Strategy</i>  IT Strategy Feedback	<p>A Member questioned the lack of reassurance that nothing would be implemented that was incompatible with technology used by other forces. The Commissioner explained that the CoLP were monitoring every opportunity in policing and are fully engaged with other forces on new developments – clarification of this had simply been omitted from the report.</p> <p>The Assistant Commissioner explained that the Force Information Security Policy, although compiled in August 2014, was still current as of this meeting. He explained that the Director of IT sits on the Force Strategic Digital Board which allows CoL/CoLP to maintain insight in this regard. He explained that the CoLP is thus able to join up with national forces with regards to interoperability of systems where possible as part of the national police IT landscape.</p> <p>The Chairman stated that these facts need to be clarified within the next iteration of the IT strategy which would be reviewed in six months.</p>	CoLP/ Chamberlain	<b>REPORT DUE MAY 2018</b>
9.	<b>02/11/17</b> Item 7 – <i>Capital and Revenue Budget Monitoring Report to September 2017</i>  MTFP Report	The Commissioner explained that the Mid-Term Financial Plan (MTFP) Report would be submitted to the next meeting of the Police Committee, on 15 December	CoLP/ Chamberlain	<b>REPORT DUE DECEMBER</b>



No.	Meeting Date & Reference	Action	Owner	Status
10.	<b>02/11/17</b> Item 7 – <i>Capital and Revenue Budget Monitoring Report to September 2017</i>  External assessment of Maintenance of Services	A Member stated that underspend on maintenance was a very common mistake made by organisations, and noted that it had clearly occurred in the case of Bishopsgate Police Station. The Member declared that lessons should be learned, and that there was a need for an annual external survey and report on whether maintenance of services have been maintained adequately. Another Member agreed, and emphasised the importance of assessments being carried out externally. The Deputy Chairman confirmed that the City Surveyor should employ this across all projects. Members asked that this recommendation be fed back to the Town Clerk on behalf of the Police Committee.	Town Clerk	<b>PENDING COMPLETE –</b>  <b>Information fed back to Town Clerk 06/12/17</b>
11.	<b>02/11/17</b> Item 7 – <i>Capital and Revenue Budget Monitoring Report to September 2017</i>  POCA Reserves allocation to Safer City Partnership	The Chairman asked for clarification on the allocation of POCA reserves to the Safer City Partnership since previous requests had been made. The Commissioner confirmed that he would follow up on this and provide a verbal update at the next Police Committee meeting on 15 December.	CoLP	<b>UPDATE DUE DECEMBER</b>
12.	<b>02/11/17</b> Item 22 – <i>Annual Waivers Report</i>  Retrospective Waivers	A Member noted that half of the total value of waivers used by the City of London Police were applied for retrospectively, and queried whether this was the case with all departments. The Chamberlain explained that they would follow this up and feed back to Members	Chamberlain	<b>OUTSTANDING</b>

No.	Meeting Date & Reference	Action	Owner	Status
13.	<b>21/09/17 (3)</b> Item 3b – <i>Outstanding References</i>  Use of colour within Agenda graphics	<p>The Chairman mentioned that this was an issue in later items within the agenda, such as items 5 &amp; 8, in which graphs that had been designed to be viewed in colour were rendered ineffective. He requested that this issue be addressed, either by the production of packs in colour, or through the production of graphs with monochromatic printing in mind.</p> <p><b>UPDATE:</b> All CoLP reports will be double checked going forward and graphical data will be presented in monochrome / pattern as appropriate or RAG status shown in words. This has already been completed for the ECB Q2 Performance report.</p>	CoLP/ Town Clerk	<b>ONGOING</b>
14.	<b>21/09/17 (5)</b> Item 4 – <i>Staff Survey</i>  Staff Survey Final Report	<p>The Chairman illustrated his approval of the Force's swiftness in bringing the initial Staff Survey report to Committee, and his desire to see the final report at Committee. The Assistant Commissioner agreed that the final report would be submitted to the December meeting.</p>	CoLP	<b>COMPLETE –</b>  <i>On the Agenda</i>
15.	<b>21/09/17 (8)</b> Item 5 – <i>Annual Update on the Custody of Vulnerable Persons</i> The Concordat for Children in Custody	<p>A Member requested confirmation that the City of London Corporation had signed The Concordat for Children in Custody. The Town Clerk agreed to follow this up.</p> <p><b>UPDATE:</b> The Corporation is not signed up as there are issues within the concordat which are currently being addressed by the Association of London Directors Children Services and the Home Office. At this time, no London Local Authority is signed up.</p>	Town Clerk	<b>ONGOING –</b>  Update circulated to Members on 25/10/17

No.	Meeting Date & Reference	Action	Owner	Status
16.	13/07/17 (3) Item 8 – <i>Risk Register Update</i>  Police Accommodation Monthly Update	It was agreed that there needed to be a separate monthly update on the Police Accommodation programme progress. There would also be a standing item on the Committee agenda	PAP Programme Director – Simon Rilot	<b>ONGOING –</b>  Last update circulated to Members on 29/11/17
17.	18/05/17 (1) Barbican CCTV	CCTV upgrade  The Commissioner advised that further work was being undertaken on the scoping of Phase 2 of CCTV upgrade and, owing to Crossrail and major building developments in that area, a report would not be expected until May 2018.	CoLP / Safer City Partnership	<b>Report due May 2018</b>

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<b>Committee(s):</b>	<b>Date:</b>
Policy & Resources Committee – For Decision Police Committee – For Decision	14 December 2017 15 December 2017
<b>Subject:</b> Capital Buildings Committee	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Simon Murrells – Town Clerk’s Department Joseph Anstee – Town Clerk’s Department	

## Summary

The purpose of this report is to seek approval for the formation of a new committee, appointed by the Court of Common Council, to scrutinise, provide detailed oversight and delivery of two major capital projects, namely the upcoming police accommodation and City’s Courts projects. The proposal is subject to the agreement of the Police Committee.

## Recommendation

Members are asked to agree to the formation of a Capital Buildings Committee and the attached terms of reference and constitution.

## Main Report

### Background

1. As Members are aware, approval has been given in principle to two significant and potentially complex capital projects, relating to the renewal of police accommodation and the initial stages of the consolidation of the City’s Court services. There is considerable synergy between the two projects, which are likely to involve significant expenditure. In the past, complex schemes such as the refurbishment of the Guildhall Complex and the construction of Guildhall Yard East have been deemed to merit scrutiny outside of the standing governance structure.

### Current Position

2. Currently, oversight of major schemes is covered by the relevant service committee and the Projects Sub-Committee. Under this proposed arrangement the detailed oversight would be undertaken by a dedicated stand-alone committee, reporting directly to the Court of Common Council

and, therefore, the existing projects regime, via the Projects Sub-Committee, would not be applied to these two projects

## **Proposals**

3. In view of their complexity, it is recommended that a new committee is set up to provide dedicated oversight, scrutiny and delivery of the police accommodation and City's Courts projects, reporting directly to the Court of Common Council as necessary. The proposed terms of reference and constitution of the committee are attached as an appendix to this report.
4. It is also proposed that membership of this Committee should not count towards the limit on the number of committees on which a Member may serve contained in Standing Order 22.

## **Corporate & Strategic Implications**

5. Ensuring that both projects are completed to the highest possible standard and as efficiently as possible speaks directly to the City Corporation's strategic aim to provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors, and the key policy priority of improving the value for money of our services within the constraints of reduced resources.

## **Conclusion**

Subject to the Police Committee concurring in the setting up of this committee, a Capital Buildings Committee should be created.

## **Appendices**

- Appendix 1 – Terms of Reference and Constitution

## **Background Papers**

Proposed New Combined Court Facility – Feasibility Study – Policy and Resources Committee, 21 September 2017

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**Capital Buildings Committee**  
Terms of Reference

**Terms of Reference**

In respect of the Police Accommodation and City's Courts projects, to be responsible for:

- (i) overall direction;
- (ii) review of progress; and
- (iii) decisions on significant option development and key policy choices.

Constitution

14 Members comprising:

- The Chairman and Deputy or a Vice Chairman of the Policy & Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee
- The Chairman and Deputy Chairman of the Police Committee
- Two members appointed by the Policy & Resources Committee
- Five Members appointed by the Court of Common Council
- The Chairman of the General Purposes Committee of Alderman

Note: Membership of this Committee shall not count towards the limit on the number of committees on which a Member may serve contained in Standing Order 22.

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<b>Committee:</b>	<b>Date:</b>
Police Committee	15 December 2017
<b>Subject:</b>	<b>Public</b>
Police Property Act Fund Nominations	<b>For Decision</b>
<b>Report of:</b>	
Town Clerk	
<b>Report author:</b>	
Oliver Bolton, Town Clerk's Department	

## Summary

This report informs Members of the charities proposed by the Members of the Committee and the Commissioner to receive grants from the Police Property Act Fund for 2017/18. Ten grants are proposed, including the five-year annual contribution of £1,000 to the National Police Arboretum Memorial Trust, totalling £13,500. This would leave approximately £4,800 for the following year, plus any income received in-year.

## Recommendations

Members are asked to:

- a) Note the contents of the report; and
- b) Consider a one-off grant payment to the charities below:
  - i. Care of Police Survivors (£2,500)
  - ii. Police Rehabilitation Trust (£2,000)
  - iii. Sheriffs' Recorder's Fund (£1,000)
  - iv. Royal Humane Society (£2,000)
  - v. Embrace CVOC (£1,000)
  - vi. St John Ambulance (£1,000)
  - vii. Trailblazers Mentoring (£1,000)
  - viii. City of London Police Charity for Children (£1,000)
  - ix. Safer London Foundation (£1,000)

## Main Report

### Background

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

2. A list of charities and grants made since 2012 is available at Appendix C.

### Current Position

3. The balance of the Fund now stands at £18,306.08 (as at 27<sup>th</sup> November 2017). This includes an income of £2,781.40 for this year. With a cap of 75% of funds available for dispersal, this means a maximum of £13,729.56 can be granted this year.

### Proposals

4. The following charities have been proposed with suggested grant awards. Where multiple charities have been proposed by an individual, one has been chosen and the remainder will be carried forward for consideration next year.

Charity	Registered Number	Proposed grant
<b>Care of Police Survivors</b>	1101478	£2,500 (Chairman)
Provides peer support to the families of police officers who have lost their lives in the line of duty.		
<b>Police Rehabilitation Trust</b>	292941	£2,000 (Deputy Chairman)
Provides short intensive rehabilitation, including physiotherapy, nursing care and counselling to sick and injured serving and retired police officers in England and Wales.		
<b>Royal Humane Society</b>	231469	£2,000 (Commissioner)
The Royal Humane Society grants awards for acts of bravery in the saving of human life and, also, for the restoration of life by resuscitation. The awards are granted to those that have put their own lives at risk to save or attempt to save someone else. Since its foundation in 1774 the Royal Humane Society committee has reviewed over 86,000 cases and made around 200,000 awards.		
<b>Sheriffs' and Recorder's Fund</b>	221927	£1,000
The fund makes grants to ex-offenders for clothing, household furnishings, training courses and tools.		
<b>Embrace Child Victims of Crime</b>	1166103	£1,000
The charity works with police officers to brighten the lives of children who have suffered as a result of the most serious crimes and have often been the invisible victims behind the headlines.		
<b>St John Ambulance</b>	1077265/1	£1,000
St John's Ambulance provides practical first aid training to schools, businesses and local community groups. Last year the organisation taught over 800,000 people. By equipping volunteers with the necessary expertise, the charity intends that they can provide lifesaving treatment if required.		
<b>Trailblazers Mentoring</b>	1074453	£1,000
Trailblazers works in close partnership with YOIs, prison staff and other stakeholders to prevent re-offending. Volunteer mentors are fully supported by their Project Manager and are thoroughly trained to ensure structure in the mentoring relationship.		
<b>City of London Police Charity for Children</b>	1068671	£1,000

The City of London Police Charity for Children aims to provide welfare support and relief for vulnerable, sick or disabled children and young people.		
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<b>Safer London Foundation</b>	5190766	£1,000
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Safer London Foundation is an independent pan-London charity that works with vulnerable young people to reduce crime and find solutions to the challenges they face. They develop and deliver crime prevention, victim support, diversion and targeted intervention projects. These enable young people to make positive and safe choices distancing themselves from criminal activity and victimisation and provide exit and progression routes out of crime.		
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5. This year's grant total of £13,500 includes this year's nominations and the existing commitment of £1,000 per annum over five years for the National Police Arboretum Memorial Trust.

## Conclusion

6. If the proposed grants are approved by the Committee, there will be £ 4,806.08 remaining in the Fund.

## Appendices

- Appendix A – Police Property Act Fund – Constitution And Purpose
- Appendix B – Police Property Act Fund – Criteria For Disbursements
- Appendix C – Summary of payments made in previous years

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## **APPENDIX A**

### **POLICE PROPERTY ACT FUND – CONSTITUTION AND PURPOSE**

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

## **APPENDIX B**

### **POLICE PROPERTY ACT FUND – CRITERIA FOR DISBURSEMENTS**

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

**Appendix C - Previous Grants from the Police Property Act Fund**

<b>Charity</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total received 2012-2016/17</b>
Royal Humane Society	£1,000.00			£1,000.00	£2,500.00	£4,500.00
Supporting Families After Murder and Manslaughter	£1,000.00					£1,000.00
City of London Widows and orphans Fund	£1,000.00					£1,000.00
First Aid Nursing Yeomanry	£1,000.00	£1,500.00			£1,500.00	£4,000.00
Alongside You	£1,000.00					£1,000.00
City of London Police Charity for Children	£1,000.00	£1,500.00	£2,500.00	£2,500.00	£2,500.00	£10,000.00
Hampstead Marie Curie Hospice	£1,000.00	£1,500.00				£2,500.00
Broadway Homelessness and Support	£1,000.00					£1,000.00
Samaritans	£1,000.00					£1,000.00
St John Ambulance		£1,500.00	£2,500.00	£1,000.00		£5,000.00
St Joseph's Hospice		£1,500.00				£1,500.00
Haven House Children's Hospice		£1,500.00				£1,500.00
City of London Academy - Islington		£1,500.00				£1,500.00
Child Victims of Crime		£1,500.00				£1,500.00
National Police Arboretum		£1,500.00				£1,500.00
Sheriffs' Recorder's Fund		£1,500.00	£2,500.00	£1,000.00	£1,000.00	£6,000.00
PC Dave Rathband's Blue Lamp Foundation			£2,500.00			£2,500.00
Police Rehabilitation Trust			£2,500.00	£2,500.00		£5,000.00
Housing the Homeless Central Fund			£2,500.00	£1,000.00	£1,000.00	£4,500.00
Care of Police Survivors			£2,500.00	£2,500.00	£2,500.00	£7,500.00
The Most Venerable Order of St John of Jerusalem			£2,500.00			£2,500.00
Embrace Child Victims of Crime				£2,500.00		£2,500.00
Only Connect				£1,000.00		£1,000.00
Children's Society					£1,000.00	£1,000.00
JAN Trust					£1,000.00	£1,000.00
Police Arboretum Memorial Trust				£1,000.00	£1,000.00	£2,000.00
<b>Total for year</b>	<b>£9,000.00</b>	<b>£15,000.00</b>	<b>£20,000.00</b>	<b>£16,000.00</b>	<b>£14,000.00</b>	<b>£74,000.00</b>

<b>Committee(s):</b> Police- For information	<b>Date:</b> 15 <sup>th</sup> December 2017
<b>Subject:</b> Staff Survey update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol xx-17	<b>For Information</b>
<b>Report author:</b> Detective Chief Supt Dai Evans, Information and Intelligence Directorate	

## Summary

Further to the report submitted to your September Committee which gave an overview of the Staff Survey. This report gives a more detailed update as since the last update, the full results have been received by the Force.

Members will recall, the Staff Survey was undertaken between 28<sup>th</sup> April and 5<sup>th</sup> July 2017 and was the first (for this organisation) to be conducted in collaboration with Durham University Business School. The use of an effective staff survey, accompanied by an effective review and implementation plan is part of the core inspection requirements of HM Inspectorate of Constabulary Fire and Rescue Services (HMICFRS).

The participation rate of 57% was assessed by Durham as 'outstanding' and taken overall, the results of the survey are positive.

Particular areas of note are the Pride and Engagement of staff, both of which were shown to be towards the top of comparisons with other Policing Organisations that have undertaken the survey. The other key areas highlights that CoLP has a creative and motivated workforce who feel well trained to deliver their functions.

Areas for Improvement identified included 'Hindrances Stressors', which should be interpreted as 'things or frustrations' which it is felt prevent staff from delivering to an optimal level and Ethical & Supportive Leadership- Our performance in this area is in the quartile below the mean of those organisations that have participated in the survey to date although is still at high levels. Workshops were held during late October and early November to identify specific details and examples of these issues from the five directorates. An action plan has been developed by Det. Chief Supt Dai Evans and this will report twice yearly to the Force (Strategic) Management Board. The survey will be re-visited in 18 months as advised by academic research to judge direction of travel from the baseline set this year.

## Recommendation(s)

Members are asked to note the report.

## **Main Report**

### **Background**

1. Your Committee received an initial report regarding the Staff Survey in September 2017. This gave an outline of the process, methodology and a high level overview of some of the key findings. The full results of the Survey were not available at that time. Dr Les Graham from Durham University visited the Force on the 15<sup>th</sup> September to present the Senior Leadership Team with more detailed findings. The Staff Survey was for the first time this year conducted in partnership with academic researchers from Durham University Business School. The full results were received in Force on the 12<sup>th</sup> October 2017 and are attached at Appendix A.
2. The survey has been in use by some forces for a number of years, with Durham Police for example on their third iteration of the survey. An ever increasing number of forces now use this model for survey and whilst there are no league tables comparison amongst the data sets, forces do use it as a baseline from which to make some assumptions. Not all forces survey the same areas and as such force to force direct comparisons are discouraged as they can be significantly misleading.
3. The survey was conducted in two parts; the First and main body of the question set was available to staff between 28<sup>th</sup> April and 26<sup>th</sup> May 2017, a period of four weeks. 56.68% of the combined Police Officer and Police Staff workforce took part and by comparison with other police this has been assessed as an 'Outstanding' level of return. The second part of survey, containing far fewer questions ran between 31<sup>st</sup> May and 5<sup>th</sup> July 2017. The Force had a 31% return rate for this part which is always anticipated to be lower, but still described as an 'Excellent' response.
4. The survey and its findings are considerably different to those which the organisation has previously conducted. Using constrained fields for responses and question sets intended to test and triangulate responses, the results are a set of sentiments and feelings for the respondents as opposed to an opportunity for free text response.

### **Current Position- Survey Findings**

5. As aforementioned, the lead academic, Dr Les Graham delivered a 'Summary of Findings' to the SLT meeting held on 15<sup>th</sup> September 2017. This highlights the significance and importance of the staff survey results for most senior leaders of the Force.
6. An additional follow up briefing is also being given to the Commissioner and Assistant Commissioner in December 2017 from Dr Graham directly.



7. Dr Graham emphasised that he saw the returns as being positive and that whilst there were inevitably some areas for improvement upon which the Force should concentrate, CoLP should be confident of the positive results and overall the figures placed the Force 'above average' when looking at the other 32 Forces in which the survey is now rolled out.
8. The CoLP results are in some ways an anomaly, whilst the majority of indicators exist in the 'above average' space, the Force score both at the highest and lowest areas of the spectrum on other indicators. This was described as unusual.
9. Key measures reported as follows:

Measure	All* Average
Job Satisfaction	4.82
Public Service Motivation	5.63
Vision Clarity	4.34
Mission Importance	5.53
Code of Ethics Values Alignment	5.85

\*All measures used a 1 to 7 scale unless indicated. 1- Strongly Disagree, 2- Disagree, 3- Slightly Disagree, 4-Neither Agree nor Disagree, 5- Slightly Agree, 6- Agree, 7- Strongly Agree

9. By way of brief context, for Job Satisfaction, CoLPs combined figure of 4.82 when broken down shows that CoLP officers find more job satisfaction than CoLP Police Staff, with their figure being in the lower quartile of the 28 forces that have surveyed this area. CoLP officers and staff Public Service Motivation is high, although one department is shown as an outlier to this and this will be explored as part of the action plan going forward.
10. In the area of Vision Clarity returns placed the Force above average in terms of assessment with the 23 other forces that survey this area.
11. Findings in the Survey around the area of 'Fairness' were mixed and with this result being described by the authors as "*Procedural justice - concerns the fairness of the ways and processes used to determine the distribution of outcomes among individuals*". It is therefore pleasing to see the return being adjudged well above the comparator average. Dr Graham again stressed that Police workers generally have extremely high standards of fairness when compared with other individuals.

Measure	All* Average
Fairness	3.23

12. The City of London Police has always championed the pride its staff have and display in the discharge of their functions and the survey has only served to re-inforce that sentiment. Police Officers are feeling amongst the highest levels of pride in the country and whilst the Police Staff levels of pride exceed those of the warranted officers they are not as high in comparison with Police staff in other surveyed organisations.

Measure	All* Average
Organisational Pride	5.02

13. The high point for the CoLP return is the level of 'Engagement'. This is defined as follows:

*"Engagement is a measure of an individual's personal expression of their self in role. Someone is engaged in their work when they are able to express their authentic self and are willing to invest their personal emotional, cognitive and physical energies into their work and job roles. To do this requires then to feel that the work has meaning, that they feel safe and that they have the required resources. Improved engagement can lead to higher individual performance, enhanced well being and reduced staff turnover".*

Measure	All* Average
Engagement	5.52

14. The combined (staff and officers) score of 5.52 is one of the highest in the country and is assessed by the research team as being one of the most important and core markers for the force.

### Areas for Improvement

15. Whilst the vast majority of the Force's indicators were either neutral or positive, there are two particular areas that the Force will focus upon in terms of overall effect.

Measure	Officers (Average)	Staff (Average)
Hindrance Stressors	3.31	2.90

16. Of the 7 forces that survey this area CoLP do not compare well. The survey defines this area as. *"...Hindrance Stressors refer to work related demands, however, individuals view these demands as constraints that hinder their performance and achievements at work.....Examples of such constraints*

*include role ambiguity, red tape and workplace politics, which do not provide individuals with the opportunity for personal gain and prevent achievement of valued goals”*

17. In lay terms these are often ‘things’ that frustrate and annoy people, they may fester for some time and can give rise to discontent being spread amongst groups.
18. Some caution needs to be expressed around this indicator as whilst there may be strong feelings about a particular issue there may be interdependencies with for example other partners, that prevent swift resolution and as such, the Force is wary of seeking to over promise and being seen to under deliver against any particular frustration until it has fully assessed the scope and scale.
19. The second area upon which the Force is focusing improvement is Ethical and Supportive Leadership. Within the survey, respondents were asked questions with regard to their direct line supervisor / manager and as such additional analysis is required to drill down and establish if this indicator is widespread or disproportionately impacted upon by one rank to rank or grade to grade relationship.
20. Such analysis is not part of the standard returns but is considered necessary as the commentary chimes to some extent with feedback received from the Leadership Programme, in which staff feel frustrated upon return from their training by supervisor / manager support.

Measure	All* Average
Ethical Leadership	5.17
Supportive Leadership	4.85

21. Whilst both indicators are in the quartile below the mean comparison, the Force will seek, through staff engagement, to more fully understand the sentiments expressed.
22. Ethical Leadership is defined as: *“In the workplace, most individuals look outside of themselves to significant others for guidance on ethical matters. Ethical leadership can be considered as the demonstration of appropriate conduct, both in an individual’s personal actions and their interpersonal relationships. Ethical leaders promote ethical conduct to their employees through two way communication, reinforcement and decision making. Ethical leadership can be conceptualised as having three building blocks: being an ethical example, treating people fairly and actively managing morality”.*

Supportive Leadership is defined as: *“....stresses the importance of personal integrity and serving others, such as employees and communities. It focuses on the development of people to their fullest potential through an understanding of each person’s different characteristics, strengths and interests. Supportive*

*leaders serve as role models, build trust and provide feedback and resources to their people. It is argued that supportive leadership combats negative outcomes associated with the promotion of self-interest which underlies many incidents of unethical behaviour”*

## **Next Steps**

23. Publishing the full results internally on the Force Intranet has been completed and is a stepping stone to enhancing accountability and transparency. The Force is committed to following up and seeking the detail upon which the next decisions can be made.
24. It was agreed that the survey needed ‘real’ examples before it could truly be considered evidence based.
25. To this end, throughout late October/ early November a number of workshops were held, led and facilitated by Organisational Development to explore more fully the issues for staff behind the areas identified as areas for improvement, including Hindrance Stressors and Ethical and Supportive Leadership.
26. The purpose of these workshops was to establish the nature, density and scale of feelings amongst staff in identification of specific examples. 93 colleagues (a mixture of police officers and police staff) from the five directorates attended the focus groups. Attendees provided detailed insights from their Directorates on some of the issues they felt were significant and made suggestions for addressing some of these. The outcomes from these workshops have been collated and shared with the Commissioner and the Senior Leadership Team including each Directorate Head. The findings have also contributed towards the content design for the Senior Leadership Team away days on the 11<sup>th</sup> and 12<sup>th</sup> December 2017 which considered areas such as leadership and cultural change in supporting the ongoing development of the Force.
27. An action plan has been developed by Det. Chief Supt Dai Evans in order to take the areas for improvement forward. The action plan will be monitored at the Force (Strategic) Management Board where it will be report twice yearly.
28. The delivery of an online platform, upon which staff can upload their commentary, has also been developed by Corporate Communications and will be launched in the New Year. The Assistant Commissioner led on-line platform for staff to air concerns will also be launched.
29. The Police Federation, Trade Union & Staff Association representatives will be actively engaged to act as ‘routes in’ for issues and concerns.
30. The survey will be re-visited in 18 months as advised by academic research to judge direction of travel. This years’ results and analysis will be used as a baseline.

## **Corporate & Strategic Implications**

31. The completion and analysis of the Staff Survey links in with a number of CoLP Programmes and Strategies including the Leadership Programme, Talent Development Strategy and Staff Retention Strategy.

## **Conclusion**

32. The Staff Survey is a valuable tool for the Force to detect how the workforce perceive numerous aspects of their daily working life and is an opportunity to see how we can make the most of our biggest organisational asset.....our staff.

## **Appendices**

- Appendix A – Copy of full results and analysis of CoLP Staff Survey results

## **Background Papers**

Pol 58-17 Staff Survey Update

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## ***STAFF SURVEY***

# **CITY OF LONDON POLICE**

## **REPORT**

October 2017

Dr Les Graham

Natalie Brown

Marisa Plater

Durham University Business School





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## 1 INTRODUCTION

City of London Police and Durham University Business School have agreed to collaborate on a research project to study the impact of workplace factors on employees and how this affects service delivery for the public. The research project was conducted by independent researchers from Durham University Business School in collaboration with personnel from City of London Police.

The aims of this study were *firstly*, to establish key measures for workplace factors, staff attitudes, motivation and well-being which can be tracked over time; and *secondly*, to investigate factors having the largest impact on key measures to assist in the identification of priorities for action.

The study has been conducted in accordance with City of London Police policy and Durham University ethical guidelines for research. Participation in the survey was voluntary, and anonymity and confidentiality for all participants is assured.

## 2 METHODS

The survey was designed using proven academic scales<sup>1</sup> for each of the measures and circulated online to employees of City of London Police using a server hosted independently by Durham Constabulary. Responses were collected in two stages: Part A from the end of April 2017, followed by Part B from the end of May 2017, with a 4 week and 5 week completion period, respectively.

In total, 628 responses were received from Part A (56.7%) and 343 responses from Part B (31.0%). This is a good response rate in comparison to what is achieved in other collaborative research.

To enable longitudinal analysis of data, respondents were asked to formulate an anonymous identification code, 76% of respondents were prepared to do this.

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<sup>1</sup> The measures have either been developed by the research team, or are based on or adapted from peer reviewed academic scales which have been selected and tested in this context. The research team are available to discuss the measures further, as appropriate.

### **3 DISCUSSION OF THE KEY MEASURES**

To assist in understanding the results and findings in this report, the key measures included in the survey are briefly discussed below.

#### **3.1 Vision Clarity**

Individuals were asked their opinions on how clear the organisation's vision is to them, whether it has defined objectives and whether it is easy to understand.

#### **3.2 Mission Importance**

Public sector organisations often have missions with broader scope and more profound impact on individuals' work attitudes and performance than those typically found in the private sector. If individuals view the organisation's mission as important, they tend to regard their roles as more personally meaningful and incorporate organisational goals into their work. In this study, we measure individuals' perceptions of the value of the organisation's mission.

#### **3.3 Procedural Justice (Fairness)**

Procedural justice concerns the fairness of the ways and processes used to determine the distribution of outcomes among individuals. We can think of it as individuals' perceptions of the procedural fairness of decisions made across the organisation. Procedural justice plays a key role in determining whether or not individuals link their social identity to an organisation, which in turn impacts whether individuals engage in discretionary effort for the organisation.

#### **3.4 Perceived Organisational Support**

Perceived organisational support refers to individuals' beliefs regarding the degree to which the organisation values their contributions and cares about their well-being. It also refers to a feeling of assurance that the organisation will provide support when individuals face particularly difficult or challenging circumstances when carrying out their duties. When individuals feel valued, their socioemotional needs of respect, being cared for and receiving

approval will be met, and they will reciprocate with higher levels of discretionary effort and felt obligation. Perceived organisational support is more strongly related to social exchange rather than economic exchange because it is most affected by discretionary actions by the organisation rather than as a result of external constraints such as government regulations. Perceptions of positive support from the organisation affect an individual's relationship with the organisation, and have an important impact on individuals' well-being and commitment towards the organisation.

### **3.5 Organisational Pride**

Pride refers to an individual's evaluation of the organisation's standing, general worth and status. When individuals identify their organisation as having high status, they are more likely to have a positive social identity with the organisation. When pride is high there is increased motivation to be loyal to the organisation, its values, rules and leadership. Prior research has found a clear linkage between pride and discretionary behaviour.

### **3.6 Supportive Leadership**

Supportive leadership stresses the importance of personal integrity and serving others, such as employees and communities. It focuses on the development of people to their fullest potential through an understanding of each person's different characteristics, strengths and interests. Supportive leaders serve as role-models, build trust and provide feedback and resources to their people. It is argued that supportive leadership combats negative outcomes associated with the promotion of self-interest which underlies many incidents of unethical behaviour.

### **3.7 Ethical Leadership**

Ethical leaders are fair and principled decision makers who care about their people and wider society. They behave ethically in their personal and professional lives. Ethical leadership behaviour can be considered as the demonstration of appropriate conduct, both in an individual's personal actions and their interpersonal relationships. Ethical leaders promote ethical conduct to their employees through two-way communication, reinforcement and decision-making. Ethical leadership can be conceptualised as having three building blocks: being an ethical example, treating people fairly and actively managing

ethical issues. We ask employees about their views of their current immediate supervisors' leadership.

### **3.8 Public Service Motivation**

Interest in public service motivation (PSM) has arisen from the observation that employees in the public sector behave differently from their private sector counterparts. PSM is seen as a unique attribute of public-sector employees that provides them with a desire to serve the wider community. PSM has been defined as "the motivational force that induces individuals to perform meaningful . . . public, community and social service."<sup>2</sup>

The measure comprises four key dimensions: self-sacrifice, attraction to public policy-making, commitment to the public interest or civic duty and compassion. PSM is considered a useful basis for understanding public-sector employee motivation and can be thought of as an attitude that motivates public-sector workers to display altruistic or prosocial behaviours.

### **3.9 Individual-Code of Ethics Values Alignment**

We measured the extent to which individuals believe their own personal values align with those expressed in the Code of Ethics.

### **3.10 Uncertainty**

We asked individuals about the level of uncertainty they perceive exists in their workplace, and how unsettled and uncertain they feel.

### **3.11 Job Satisfaction**

Job satisfaction is simply defined as how content an individual is with his or her job. In this study, we measured a single dimension of affective job satisfaction to represent an overall emotional feeling individuals have about their job.

### **3.12 Engagement**

Engagement is a measure of an individual's personal expression of their self-in-role. A person is engaged in their work when they are able to express their authentic self and are willing to

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<sup>2</sup> Brewer and Selden (1998: 417)

invest their emotional, cognitive and physical energies into their work and job roles. To do this requires them to feel that the work has meaning, that they feel safe and that they have the necessary resources. Improved engagement can lead to higher individual performance, enhanced well-being and reduced staff turnover.

### **3.13 Creative Process Engagement**

Creative process engagement measures the extent to which individuals engage in various actions related to creative thought processes while at work. These include identifying potential problems, researching relevant and useful information, and generating various ideas and possible solutions. Previous research has found that individuals who spend more time and effort engaging fully with a problem, thoroughly researching information and producing a greater number of alternative ideas, are more likely to identify solutions which are new, creative and useful.

### **3.14 Feeling Responsible for Making Changes**

Feeling responsible for making changes refers to individuals feeling a personal sense of responsibility to bring about improvements and changes in the workplace, to correct problems, and deal with issues. When felt responsibility for making changes is higher, then individuals will more frequently work to make improvements to increase effectiveness and find solutions to organisational problems.

### **3.15 Confidence in Job Skills**

Confidence in job skills measures the extent to which individuals believe they have the skills, abilities and confidence required to complete their job tasks and to perform well in their job.

### **3.16 Meaning of Work**

We asked individuals whether they perceive their work and job activities as important and personally meaningful to them.

### **3.17 Feelings of Autonomy and Feelings of Being Controlled**

Autonomy reflects an individual's sense of having choice in initiating and regulating work actions. It reflects independence in the initiation and continuation of work behaviours and

processes. In contrast to feelings of autonomy, when an individual experiences feelings of being controlled, they undertake their daily work activities purely due to external pressure and obligation rather than making individual choices and following individual interests.

### **3.18 Emotional Energy**

Emotional energy, as measured in this study, is central to individuals' well-being and can be considered as the amount of emotional and mental energy individuals have available to them to meet the daily demands and challenges they face in their job. Low levels of emotional energy are manifested by both physical fatigue and a sense of feeling psychologically and emotionally 'drained' at work. Prior research has found that low emotional energy levels are related to reduced organisational commitment, lower productivity and performance, reduced engagement, ill-health, decreased physical and mental well-being, increased absenteeism and turnover intentions, and lower levels of persistence in the face of difficulties.

### **3.19 Challenge and Hindrance Stressors**

Challenge stressors reflect individuals' perceptions of work-related demands, such as workload, time pressures, and levels of responsibility. Individuals who experience challenge stressors, although they may find them stressful, will view them as an opportunity for personal gain, such as growth and personal development or achievement of important outcomes.

Hindrance stressors also refer to work-related demands; however, individuals view these demands as constraints that hinder their performance and achievements at work. This impacts strongly on their well-being and reduces their engagement in discretionary behaviours. Examples of such constraints include role ambiguity, red tape and workplace politics, which do not provide individuals with the opportunity for personal gain and prevent achievement of valued goals.

### **3.20 Commitment to Change**

Commitment to change can be thought of as a mind-set that binds an individual to an attitude and actions that will result in successful implementation of a change initiative. Prior



research has suggested that commitment to change is made up of three different types of commitment. **Affective commitment** occurs when the individual has a desire to support the change due to their beliefs that the change has inherent benefits. **Continuance commitment** to the change occurs when the individual recognises high costs of not providing the change or they have no choice but to go along with it. **Normative commitment** occurs when the individual feels a sense of duty or obligation to provide support for the change.

### **3.21 Change Discomfort**

Change discomfort measures the extent to which individuals feel discomfort when they think about change within their organisation.

### **3.22 Extra-Mile Behaviour**

Well-functioning organisations not only need people who are reliable in the way they carry out their specific roles and job requirements, but who also engage in innovative and spontaneous activity that goes beyond their role requirements; going the *extra-mile*. The research examines *extra-mile* behaviours (EMBs) targeted towards the organisation.

### **3.23 Ethical Voice Behaviour**

Ethical voice behaviour refers to the communication between individuals and their work teams, with particular focus on integrity and ethical behaviour. This measure investigates the extent to which individuals are willing and prepared to talk to members of their work teams if they believe they are not behaving ethically or without integrity.

### **3.24 Innovation Behaviour**

We asked individuals about the frequency they engaged in innovative behaviour at work, encapsulating not only the generation of new ideas, but also the securing of necessary resources and adequate planning for idea implementation.

### **3.25 Creative Behaviour**

Creativity is often thought of as the ability to generate new and original ideas that are useful and appropriate considering environmental and task constraints. Individuals' creative

behaviour can be essential for problem solving, for adapting to unexpected situations and for efficiently utilising limited resources to address continuously changing demands.

## **4 DESCRIPTIVE RESULTS**

### **4.1 Introduction**

The descriptive statistics for measures for all respondents are presented in Table 1. The average scores for officers and staff are presented in Table 2.

Analyses to investigate whether there are any differences between scores have been conducted, and where appropriate the effect sizes of any differences have been calculated. Effect sizes can be considered as being small, medium or large. In this study we calculated values of Eta-squared and followed the guidelines proposed by Cohen (1988) for interpretation of .01 relating to a small effect, .06 to a medium effect and .14 to a large effect (Pallant, 2012). A small effect size suggests there is a real world impact, but is something likely only found through careful study. A large effect size is more substantial and indicates something that we need to take notice of. It suggests the difference between the two sets of scores is substantial and/or consistent enough that it could be found between the two populations quite easily. A medium effect, while noteworthy, is not as important as a large effect size. Discussion of the scores and differences are presented below.

### **4.2 Discussion of Average Scores for Key Measures**

Similar to other forces, vision clarity is reported as moderate in both groups (police officers 4.21 and police staff 4.56). Police staff also scored higher for mission importance. This implies that individuals across the force, particularly police staff, believe City of London Police's mission and goals are important, and are therefore more likely to view their roles as personally meaningful.

Perceptions of fairness are reported as low by both groups, particularly police officers. However, both groups score similar to the average scores found across other forces. More positively, perceptions of organisational support are reported at encouraging levels by police officer and police staff; both groups score higher than the average found across other forces.

**Table 1: Average Scores for Key Measures, All Respondents**

<b>Measure</b>	<b>All Respondents (Average)</b>
Vision Clarity	4.34
Mission Importance	5.53
Procedural Justice (Fairness)	3.42
Perceived Organisational Support	4.18
Organisational Pride	5.02
Supportive Leadership	4.85
Ethical Leadership	5.17
Public Service Motivation	5.63
Individual-Code of Ethics Values Alignment	5.85
Uncertainty	4.95
Job Satisfaction	4.82
Engagement	5.52
Creative Process Engagement (1-5 scale)	3.84
Feeling Responsible for Making Changes	4.90
Confidence in Job Skills	5.56
Meaning of Work	5.58
Feelings of Autonomy	4.26
Feelings of Being Controlled	4.21
Emotional Energy	4.61
Challenge Stressors (1-5 scale)	3.81
Hindrance Stressors (1-5 scale)	3.15
Affective Commitment to Change	4.36
Continuance Commitment to Change	4.54
Normative Commitment to Change	4.77
Change Discomfort	3.78
Extra-Mile Behaviour (Organisation)	5.29
Ethical Voice Behaviour	5.63
Innovation Behaviour (1-5 scale)	3.42
Creative Behaviour (1-5 scale)	3.62

**Notes:**

1. All measures used a 1 to 7 scale unless stated (1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).

**Table 2: Comparison of Average Scores between Police Officers and Police Staff**

Measure	Police Officers (Average)	Police Staff (Average)	Difference (Effect Size)
Vision Clarity	4.21	4.56	S
Mission Importance	5.40	5.72	S
Procedural Justice (Fairness)	3.23	3.74	M
Perceived Organisational Support	3.98	4.51	M
Organisational Pride	4.92	5.19	S
Supportive Leadership	4.76	5.01	S
Ethical Leadership	5.10	5.30	<i>n.s.</i>
Public Service Motivation	5.60	5.66	<i>n.s.</i>
Individual-Code of Ethics Values Alignment	5.84	5.86	<i>n.s.</i>
Uncertainty	5.20	4.59	M
Job Satisfaction	4.69	5.06	S
Engagement	5.44	5.66	S
Creative Process Engagement (1-5 scale)	3.82	3.86	<i>n.s.</i>
Feeling Responsible for Making Changes	4.82	5.05	S
Confidence in Job Skills	5.42	5.76	S
Meaning of Work	5.53	5.69	<i>n.s.</i>
Feelings of Autonomy	4.13	4.48	S
Feelings of Being Controlled	4.41	3.93	S-M
Emotional Energy	4.50	4.77	S
Challenge Stressors (1-5 scale)	3.83	3.81	<i>n.s.</i>
Hindrance Stressors (1-5 scale)	3.31	2.90	M
Affective Commitment to Change	4.15	4.69	S-M
Continuance Commitment to Change	4.73	4.23	M
Normative Commitment to Change	4.66	4.95	S
Change Discomfort	3.91	3.59	S
Extra-Mile Behaviour (Organisation)	5.51	5.48	<i>n.s.</i>
Ethical Voice Behaviour	5.96	5.72	<i>n.s.</i>
Innovation Behaviour (1-5 scale)	3.37	3.64	<i>n.s.</i>
Creative Behaviour (1-5 scale)	3.62	3.73	<i>n.s.</i>

**Notes:**

1. All measures used a 1 to 7 scale unless stated (1 - Strongly Disagree, 2 - Disagree, 3 - Slightly Disagree, 4 - Neither Agree or Disagree, 5 - Slightly Agree, 6 - Agree, 7 - Strongly Agree).
2. *n.s.* indicates a non-significant difference between the two groups, suggesting that while there may be a difference in average scores, it is not sufficient to be significant (i.e. it may be due to chance).
3. If the effect size is significant, it can be small (S), medium (M) or large (L).

A very positive result is that organisational pride is higher than the average in other forces, for both police officers (4.92) and police staff (5.19).

Police staff perceive encouraging levels of ethical leadership and supportive leadership; with both styles of leadership scoring above the average found across other forces. In contrast, while still at an encouraging level, police officers score lower than police staff for these two leadership measures and are also slightly below the average in comparison to other forces.

Similar to other forces, public service motivation is reported as high for both police officers and police staff (5.60 and 5.66, respectively). Police officers and police staff score above the average for individual-Code of Ethics values alignment found in other forces. This suggests that individuals at City of London Police believe their values align closely with those expressed in the Code of Ethics.

A positive finding is that, when compared to other forces, perceptions of uncertainty are reported as lower.

Moreover, a positive profile of scores were reported by police officers for job satisfaction (average score 4.69). Police staff scored encouraging levels of job satisfaction (average score 5.06).

Engagement is reported as high by police officers and staff (5.44 and 5.66, respectively). Creative process engagement is also reported as high (average score 3.84<sup>3</sup>). This suggests individuals engage in various actions related to creative thought processes while at work; including identifying potential problems, researching relevant and useful information, and generating various ideas and possible solutions.

Police staff scored higher than police officers for feeling responsible for making changes (5.05 and 4.82, respectively). This suggests individuals, particularly police staff, feel a personal sense of responsibility to bring about improvements and changes in the workplace, to correct problems, and deal with issues.

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<sup>3</sup> Measured on a 1-5 scale.

Confidence in job skills is reported higher in police staff than officers (5.76 and 5.42, respectively). This suggests individuals, particularly police staff, believe they have the skills, abilities and confidence required to complete their job tasks and to perform well in their job. Moreover, meaning of work is reported as high across the force (average score 5.58).

Feelings of autonomy are higher in police staff than police officers (4.48 and 4.13, respectively), and feelings of being controlled are higher in police officers than police staff (4.41 and 3.93, respectively).

Police officer levels of emotional energy are higher than that found in other forces (average score 4.50). However, when compared to other forces, police staff levels of emotional energy are lower (average score 4.77).

Across the force, high levels of challenge stressors were reported (average score 3.81<sup>4</sup>). When compared to other forces, police officers scored lower levels of challenge stressors, whereas police staff reported higher levels of challenge stressors. Police officers experience high levels of hindrance stressors; higher than that found in other forces (average score 3.31<sup>5</sup>). Police staff report moderate levels of hindrance stressors (average score 2.90); this is in line with that found in other forces.

Police staff scored higher than police officers for affective commitment to change (4.69 and 4.15, respectively). The average scores for continuance commitment to change suggest police officers believe more strongly that they have no choice but to go along with the changes, when compared to police staff. Normative commitment to change is reported higher by police staff than officers (4.95 and 4.66, respectively), implying individuals feel a sense of duty to provide support for the change. Levels of change discomfort are moderate across the force, with police officers scoring higher than staff.

The average score of extra-mile behaviour towards the organisation is high at 5.29. This suggests individuals across the force are willing to go beyond what is expected of them in their role. In addition, the average score for ethical voice behaviour is high at 5.63,

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<sup>4</sup> Measured on a 1-5 scale.

<sup>5</sup> Measured on a 1-5 scale.

suggesting individuals are prepared to talk to their co-workers if they believe they are acting without integrity at work.

The average score for creativity behaviour suggests individuals create original ideas with the aim of solving problems, adapting to changing demands and efficiently utilising limited resources. Furthermore, the average score for innovation behaviour suggests individuals spend an encouraging amount of time engaged in generating new ideas and implementing them.

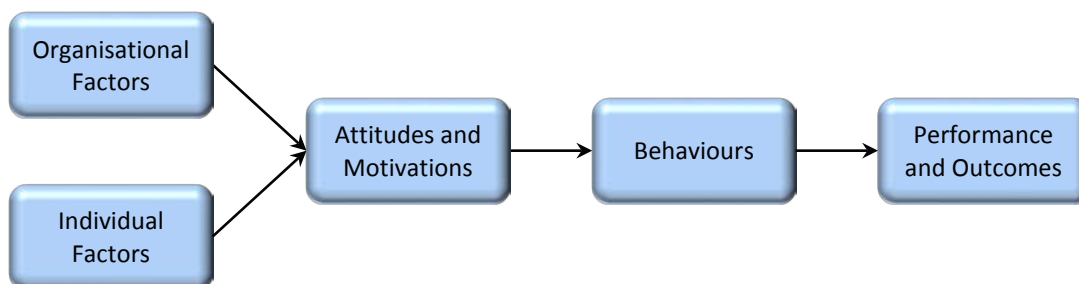


## 5 RELATIONSHIPS BETWEEN KEY MEASURES

### 5.1 Introduction to Analysis of Relationships between Key Measures

In this section we present the findings of a series of statistical analyses to test relationships between the key measures (a significance level of  $p < .05$  is adopted for all reported results). Whilst in a cross-sectional study it is not possible to establish causality, we adopt an approach of prediction of relationships between variables from theoretical considerations and from prior research. We then test the generated hypotheses using linear regression analyses and PROCESS analysis. The general model shown in Figure 1 is adopted for testing relationships. In regression models, we control for the effects of gender, age, role, rank/grade and tenure in policing.

**Figure 1: A General Model for Testing**



Extensive prior research has shown that how people are managed and their attitudes to their jobs have a large impact on behaviour and performance. The following subsections outline the key relationships found between measures from this survey.

### 5.2 The Impact of Fairness Perceptions

The HMIC report on the state of policing (HMIC, 2014)<sup>6</sup> identifies the need for fair treatment of employees as an important factor that affects police officer and staff attitudes which will in turn influence their behaviours. Table 3 illustrates this by demonstrating the impact of

<sup>6</sup> HMIC (2014). State of Policing: The Annual Assessment of Policing in England and Wales 2013/2014. London: Her Majesty's Inspector of Constabulary. Published 31 March 2014.

fairness perceptions; it shows that fairness perceptions positively influence perceived organisational support, organisational pride and engagement. Job satisfaction and emotional energy are also positively impacted by fairness perceptions. In addition, fairness perceptions are found to increase affective commitment to change, and reduce change discomfort and uncertainty. Feeling responsible for making changes and extra-mile behaviour directed towards the organisation are positively influenced by fairness perceptions.

**Table 3: The Importance of Fairness Perceptions**

Measure	Effect
Perceived Organisational Support	+++
Organisational Pride	+++
Engagement	++
Job Satisfaction	+++
Emotional Energy	++
Affective Commitment to Change	+++
Change Discomfort	--
Uncertainty	---
Feeling Responsible for Making Changes	++
Extra-Mile Behaviour for the Organisation	++

*+ / - denotes whether the impact of the measure is positive or negative*

**Figure 2: The Importance of Fairness Perceptions**



Figure 2 shows an example of how fairness positively impacts engagement; it shows that fairness positively influences organisational pride, and when organisational pride is higher, individuals are more likely to be cognitively, emotionally and physically engaged in their work.

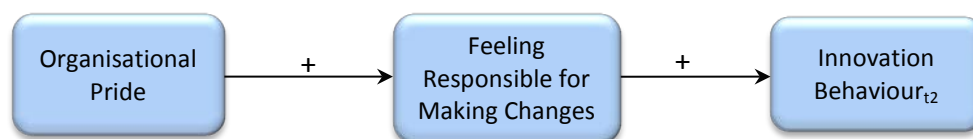
**Figure 3: The Importance of Feeling Supported by the Organisation**

*Note: t2 signifies the measure was collected in the second survey*

Figure 3 illustrates the importance of feeling supported by the organisation; it shows that when individuals perceive the organisation to be supportive and show consideration for their well-being, they become more engaged in their work, and as a result they become more willing to go beyond their role requirements at work in order to positively contribute to the organisation.

### 5.3 Factors Affecting Creativity and Innovation

Figure 4 illustrates that when individuals are proud of the organisation, they feel a sense of responsibility to make improvements at work with the intention to find solutions for work-related problems, which in turn leads to the generation of new ideas and planning for idea implementation.

**Figure 4: Factors Affecting Creativity and Innovation**

*Note: t2 signifies the measure was collected in the second survey*

**Figure 5: Factors Affecting Creativity and Innovation**

*Note: t2 signifies the measure was collected in the second survey*

Public service motivation is seen as a unique attribute of public-sector employees that provides them with a desire to serve the wider community. Figure 5 shows that when individuals are public service motivated they are likely to engage in creative thought processes while at work, such as identifying potential problems, researching relevant and useful information, and generating various ideas and possible solutions. When individuals engage in the creative process, they are more likely to generate new and original ideas that are useful and appropriate for problem solving in the organisation.

#### **5.4 Factors Affecting Extra-Mile Behaviour (Organisation)**

Table 4 shows that factors which affect extra-mile behaviour directed towards the organisation include vision clarity, mission importance, perceived organisational support and fairness. Individuals who feel their personal values align with those expressed in the Code of Ethics and who are motivated to serve the public are more likely to partake in extra-mile behaviour directed towards the organisation. Moreover, ethical leadership, supportive leadership and organisational pride positively impact extra-mile behaviour. Additionally, meaning of work, feelings of autonomy and challenge stressors are found to be factors that positively influence extra-mile behaviour. Regarding commitment to change, affective commitment is found to positively impact extra-mile behaviour, whereas continuance commitment is found to have a negative impact.

**Table 4: Factors Affecting Extra-Mile Behaviour (Organisation)**

Measure	Effect
Vision Clarity	++
Mission Importance	++
Perceived Organisational Support	++
Procedural Justice (Fairness)	++
Individual-Code of Ethics Values Alignment	++
Ethical Leadership	+
Supportive Leadership	+
Organisational Pride	+++
Meaning of Work	++
Public Service Motivation	++
Feeling of Autonomy	++
Challenge Stressors	+
Affective Commitment to Change	+++
Continuance Commitment to Change	--

*+ / - denotes whether the impact of the measure is positive or negative*

### 5.5 Factors Affecting Emotional Energy

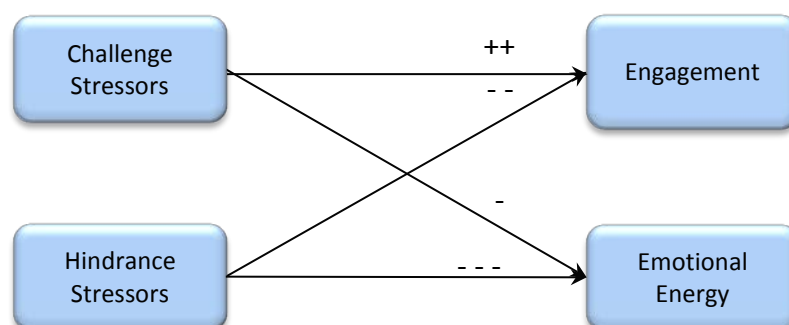
Emotional energy can be considered as a way of measuring individuals' well-being. Table 5 shows that perceptions of organisational support and fairness positively impact emotional energy. In addition, supportive leadership and feelings of autonomy are found to have a positive impact. Feeling controlled, change discomfort and uncertainty act as a strain on individuals' emotional energy. A larger negative effect is found for the impact hindrance stressors have on emotional energy, and although challenge stressors have a negative influence on emotional energy, the effect is considerably smaller than that found for hindrance stressors.

**Table 5: Factors Affecting Emotional Energy**

Measure	Effect
Perceived Organisational Support	++
Procedural Justice (Fairness)	++
Supportive Leadership	+
Challenge Stressors	-
Hindrance Stressors	---
Feeling of Autonomy	++
Feeling of Being Controlled	---
Change Discomfort	--
Uncertainty	--

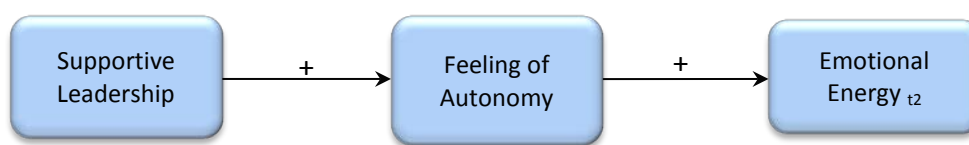
*+ / - denotes whether the impact of the measure is positive or negative*

Figure 6 illustrates the effects of challenge and hindrance stressors on individuals' engagement and emotional energy. It shows that while challenge stressors have a negative effect on emotional energy, hindrance stressors have a much larger negative effect. It is particularly noteworthy that hindrance stressors have a negative relationship with engagement. This suggests that when individuals perceive there to be constraints at work that frustrate them and block them from conducting their role, they will be less engaged.

**Figure 6: The Effects of Stressors on Engagement and Emotional Energy**

In contrast, challenge stressors have a positive relationship with engagement. This implies that when individuals perceive there to be high levels of responsibility and workload expected of them, although they may potentially find these a strain, they will view them as a worthwhile part of their work, which will motivate their level of engagement in their role. These findings highlight the importance of reducing the frequency and occurrence of hindrance stressors in the workplace.

**Figure 7: Supportive Leadership and Well-Being**



*Note: t2 signifies the measure was collected in the second survey*

Figure 7 illustrates the positive impact supportive leadership has on emotional energy. The results indicate that when individuals perceive their immediate supervisor to be supportive, they will feel a sense of autonomy, which will positively impact on their emotional energy levels and well-being.

## **6 SUMMARY**

Mission importance, public service motivation, alignment with Code of Ethics values and meaning of work are all reported as high.

Emotional energy is higher in staff than officers.

Organisational pride and engagement are at high levels.

Improvement in perceptions of fairness and organisational support could be beneficial.

A reduction of hindrance stressors will be advantageous.

Benefits will occur through providing higher levels of autonomy to individuals in their job.





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<b>Committee</b>	<b>Dated:</b>
Police Committee – For Information	15/12/2017
<b>Subject:</b> NICHE – accepted liabilities	<b>Public</b>
<b>Report of:</b> Town Clerk's, Comptroller & City Solicitor and Chamberlain	<b>For Information</b>
<b>Report author:</b> Oliver Bolton, Mike Braude and Connie Dale	

## Summary

City of London Police commenced the implementation of the CCCI Project in January 2017 which is currently at Gateway 5 stage. The project seeks to implement a single platform computer system (NICHE RMS) to facilitate Crime, Case, Custody, Intelligence and Property recording. The Parties have agreed a cost sharing arrangement for insured liabilities incurred as a result of the collaboration. Due to the differing sizes and nature of the police forces collaborating on this project, they have different levels of insurance excesses but have agreed amongst themselves on a compromise arrangement to cap their respective liabilities. The City of London Corporation has a higher policy excess than the other Parties but due to the low likelihood of any individual claim being made, it is not considered a significant risk to the Corporation.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. City of London Police have entered into a major collaboration with five East Midlands forces to share their ICT platform, but using their own Niche software licence, as opposed to being party to the five-force licence.
2. Due to the differing sizes and nature of the collaborating forces, they have different levels of insurance excesses but have agreed amongst themselves on a compromise arrangement to cap their respective liabilities as set out below.

3. Overall, Comptroller's and Chamberlain's believe that subject to sending the agreement to the City's liability and professional indemnity insurers, that there is nothing that would unreasonably hinder our insurer's rights or extend their obligations outside of normal policy terms and conditions, within the Agreement.

### **Current Position**

4. Following extensive clarification and debate with the other forces, we believe that the principles covered by the terms of Clause 31 are as follows:
  - If a Party is to blame for the liability, then that Party shall be responsible for the liability;
  - If no insurance covers the liability or insurance does not pay out and no Party is to blame, then the Parties will share in the liability in accordance with the All Force Apportionment Ratio; and
  - If the liability is covered by insurance but no individual Party or Parties have caused the liability, then the Parties will share in the liability in accordance with the All Force Apportionment Ratio up to a total aggregate contribution of £250,000.00.
5. Chamberlain's and Comptroller and City Solicitor's are comfortable with the first two principles. The last principle is where there is potentially an additional exposure for the City of London Police that would not otherwise exist in the absence of this collaboration agreement. There are 2 scenarios:
  - a) If a Party receives a claim, which is insured, the other Parties will contribute up to £250k in total towards their policy excess. This means that the City will contribute to another Party's excess but in the absence of any liability attaching to the City, it is unlikely that this contribution will be covered by the City's insurance arrangements; and
  - b) If the City is the Party that receives the claim, the contribution received from the other Parties will be limited to £250k but the City's policy excess is £1m. Whilst this does not expose the City to any greater financial exposure than normal, the existence of the collaboration may mean that the likelihood of a claim being accepted is greater. In the absence of the collaboration and specific proof of negligence against the City, a claim would ordinarily be denied.
6. It should be noted that whilst the above are technically possible exposures, it is difficult to map out a realistic example where this would come into effect.
7. Unfortunately, as the City of London is joining the existing operational collaboration at a late stage, the existing five forces are unwilling to increase their respective risk exposure.

### **Conclusion**

8. The Committee is only invited to note this situation as the likelihood of any such risk being realised is very small.

## Appendices

- None

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