



## Police Committee

**Date:** WEDNESDAY, 11 JULY 2012  
**Time:** 11.00am  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL  
**Members:** Henry Pollard (Chairman)  
Simon Duckworth (Deputy Chairman)  
Deputy Douglas Barrow  
Mark Boleat  
Bob Duffield  
Alderman Alison Gowman  
Brian Harris  
Deputy Keith Knowles  
Alderman Ian Luder  
Helen Marshall  
Deputy Joyce Nash  
Don Randall  
Deputy Richard Regan

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

Chris Duffield  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 1 June 2012 (copy attached).

**For Decision**  
(Pages 1 - 6)
4. **PERFORMANCE AND RESOURCE MANAGEMENT SUB-COMMITTEE MINUTES**  
To receive the public minutes and summary of the meeting held 25 May 2012 (copy attached).

**For Information**  
(Pages 7 - 10)
5. **ECONOMIC CRIME BOARD MINUTES**  
To receive the public minutes and summary of the meeting held on 13 June 2012 (copy attached).

**For Information**  
(Pages 11 - 14)
6.
  - a) **Community Engagement Update**  
Report of the Commissioner (copy attached).

**For Information**  
(Pages 15 - 26)
  - b) **Quality of Service & Equality, Diversity and Human Rights (EDHR) Update**  
Report of the Commissioner (copy attached).

**For Information**  
(Pages 27 - 70)
  - c) **Any other special interest area updates**
7. **REVIEW OF THE GOVERNANCE ARRANGEMENTS IMPLEMENTED IN 2011**  
Report of the Town Clerk on behalf of the Post Implementation Governance Review Working Party (copy attached).

**For Decision**  
(Pages 71 - 82)
8. **PROTECTION OF FREEDOMS ACT**  
Report of the Remembrancer (copy attached).

**For Information**  
(Pages 83 - 88)

9. **REVENUE AND CAPITAL OUTTURN 2011/12**  
Joint report of the Chamberlain and Commissioner (copy attached).  
**For Information**  
(Pages 89 - 98)
10. **ANNUAL REPORT 2011-12**  
Report of the Commissioner (copy attached).  
**For Decision**  
(Pages 99 - 136)
11. **NATIONAL POLICE AIR SERVICE**  
Report of the Commissioner (copy attached).  
**For Decision**  
(Pages 137 - 140)
12. **COLLABORATION: CITY FIRST CHANGE PROGRAMME**  
Report of the Commissioner (copy attached).  
**For Information**  
(Pages 141 - 144)
13. **HMIC REPORT: 'A STEP IN THE RIGHT DIRECTION'**  
Report of the Commissioner (copy attached).  
**For Information**  
(Pages 145 - 148)
14. **STOP AND ACCOUNT**  
Report of the Commissioner (copy attached).  
**For Information**  
(Pages 149 - 154)
15. **RISK REGISTER**  
Report of the Commissioner (copy attached).  
**For Information**  
(Pages 155 - 158)
16. **CHARITY COLLECTIONS**  
Report of the Director of Markets & Consumer Protection (TO FOLLOW).  
**For Information**
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

19. **EXCLUSION OF THE PUBLIC**

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

<b>Item No.</b>	<b>Exempt Paragraphs</b>
20	7
21 – 22	3
23 – 24	4
25	4
28	1

**Part 2 - Non-Public Agenda**

20. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 1 June 2012 (copy attached).

**For Decision**  
(Pages 159 - 162)

21. **COMMISSIONER'S UPDATES**

Commissioner to be heard.

**For Information**

22. **OLYMPIC AND PARALYMPIC GAMES UPDATE**

Report of the Commissioner (copy attached).

**For Information**  
(Pages 163 - 166)

23. **FUTURE INFORMATION TECHNOLOGY PROVISION**

Report of the Commissioner (copy attached).

**For Decision**  
(Pages 167 - 178)

24. **OCCUPATIONAL HEALTH CONTRACTS**

Report of the Commissioner (copy attached).

**For Information**  
(Pages 179 - 182)

25. **BISHOPSGATE STATION: USE OF OFFICE ACCOMMODATION**

Report of the City Surveyor (copy attached).

**For Decision**  
(Pages 183 - 190)

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

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

### **Part 3 - Confidential Agenda**

28. **CONFIDENTIAL MINUTE**  
To agree the confidential minute of the meeting held on 1 June 2012 (copy attached).  
**For Decision**
  
29. **ANY OTHER BUSINESS WHICH THE CHAIRMAN CONSIDERS URGENT AND THE COMMITTEE AGREE SHOULD BE CONSIDERED IN THE MEMBERS ONLY SESSION OF THE MEETING**

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# Agenda Item 3

## POLICE COMMITTEE

FRIDAY, 1 JUNE 2012

**Minutes of the meeting of the POLICE COMMITTEE held at Guildhall, EC2, on FRIDAY 1 JUNE 2012, at 10.45am.**

### Present

#### Members

Henry Pollard (Chairman)	Alderman Alison Gowman
Simon Duckworth (Deputy Chairman)	Alderman Ian Luder
Deputy Doug Barrow	Helen Marshall
Mark Boleat	Deputy Joyce Nash
Robert Duffield	Don Randall
Brian Harris	Deputy Richard Regan

#### Officers

Gregory Moore	Town Clerk's Department
Ignacio Falcon	- Town Clerk's Department
Steve Telling	- Chamberlain's Department
Nagina Kayani	- Equalities, Diversity and Human Rights Manager
Michael Cogher	- Comptroller & City Solicitor

#### City of London Police

Adrian Leppard	- Commissioner
Frank Armstrong	- Assistant Commissioner
Ian Dyson	- Commander
Eric Nisbett	- Director of Corporate Services
Hayley Williams	- Secretariat Manager, CoLP
Theresa Russell	- Commissioner's Staff Officer

### **1. APOLOGIES**

Apologies for absence were received from Deputy Keith Knowles.

### **2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were none.

### **3a. MINUTES**

The public minutes and summary of the meeting held on 27 April 2012 were approved and agreed as a correct record.

#### **MATTERS ARISING**

(1) **Association of Police and Crime Commissioners (APCCs)** – The Chairman congratulated Mr Duckworth on his recent appointment as Chairman of the APCC Transition Board.

(2) **Charity collections** (p7) – The Chairman advised that he had asked for a report on the issue of “chugging” which would be coming to Committee in July.  
(3) **Integrity Inspection** (p10) – Members were advised that HMIC would be conducted a second round of reviews, to ensure that the recommendations of the initial report were being implemented.

**3b. PROFESSIONAL STANDARDS AND COMPLAINTS SUB-COMMITTEE MINUTES**

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

**4a. COMMUNITY ENGAGEMENT UPDATE**

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

The Deputy Chairman took the opportunity to thank the City of London Crime Prevention Association and its chairman, Don Randall, for all its work in liaising and working with the business community, with another Member commenting that they were aware a wide range of general engagement with the business community took place involving several partners which could be better expressed in the report.

Reference was made to the recent Central Residents Meeting and the issue of inconsiderate cycling in the City, with a Member suggesting that a regular update report on the issue along with the number of arrests made might be helpful so as to demonstrate that action was being taken. Members expressed the view that it was important to keep a balanced perspective on the issue, encouraging more considerate by pedestrians and motorists. The suggestion was made that informal guidance could perhaps be circulated to pedestrians to make it clear that a balanced approach was being taken to the issue.

The Lead Member for Public Order & Road Safety commented that she had seen a useful report on the issue at a meeting of the Streets & Walkways Sub-Committee and suggested that better liaison between the officers of that Sub-Committee and the City of London Police should be implemented so as to better synchronise targets and engage with the issue.

The Commissioner commented that it was important to recognise the increasing numbers of cyclists in City and the corresponding need to manage flow better, and advised that he would be happy to bring a regular report to Committee on a bi-annual basis updating Members on situation, with relevant statistics including the number of arrests made and fixed penalty notices issued.

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

**4b. EQUALITY, DIVERSITY AND HUMAN RIGHTS**

The Lead Member advised that good progress was being made in the area, with the EDHR Manager adding that the Action Plan was currently being finalised and should be completed shortly.



RECEIVED.

**5. ICV ANNUAL REPORT**

The Committee considered a report of the Town Clerk updating Members on the progress of the City of London's Independent Custody Visiting (ICV) Scheme, presenting the Panel's Annual Report and informing Members of some of the recent issues raised by the ICV Panel in relation to custody provision in the City.

The Lead Member for the ICV Scheme expressed her thanks on behalf of the Committee to the Visitors, with it agreed that it would also be appropriate to send a letter of thanks to all the volunteers, in recognition of their efforts.

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

**6. STANDARDS REGIME UNDER THE LOCALISM ACT 2011**

The Committee considered a joint report of the Town Clerk and Comptroller & City Solicitor outlining the Government's changes to the Standards regime and proposing future arrangements for a revised Standards Committee.

A Member commented that the City Corporation should not be seeking to gold-plate or over-engineer any new code.

RESOLVED: That, subject to the concurrence of the Policy & Resources Committee and Standards Committee, it be recommended to the Court of Common Council that:-

- (i) the City's existing code of conduct set out at Appendix 1 be adopted for the time being as the code of conduct to be effective once section 27 of the Localism Act 2011 comes into force;
- (ii) the revised constitution and terms of reference for the Standards Committee set out at Appendix 2 be adopted from the point that section 28 of the Localism Act 2011 comes into force; and
- (iii) three independent persons be appointed from the point that section 28 of the Localism Act 2011 comes into force.

**7. FEES AND CHARGES 2012/13**

The Committee considered a report of the Commissioner seeking approval for the schedule of fees and charges for the financial year 2012/13. Explicit approval was also sought for the continued use of the same hourly charge rates for the private services of the Police as that calculated by the Metropolitan Police Service (MPS).

The Director of Corporate Services provided assurance to Members that the charges set out would cover the Force's costs.

RESOLVED: That:-

- Appendix 1 of the report be agreed, thereby giving explicit approval to the continued use of the hourly charge rates for the private services of the Police as calculated by the Metropolitan Police Service (MPS);
- Appendix 2 to the report be agreed, thereby implementing the schedule of rates for the provision of market non-competitive activities and agreeing to follow the MPS scale of charges for 2012/13; and,
- Appendix 3 in relation to miscellaneous Force fees and charges be agreed.

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

There were no questions.

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

There were no additional, urgent items of business for consideration.

**10. EXCLUSION OF THE PUBLIC**

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

<b>Item No.</b>	<b>Exempt Paragraphs</b>
11a	3
11b	1, 2 and 5
12	7
13	7
14	3
15	7

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

**11a. NON-PUBLIC MINUTES**

The Committee approved the non-public minutes of the meeting held on 27 April 2012.

**11b. PROFESSIONAL STANDARDS AND COMPLAINTS SUB-COMMITTEE MINUTES**

The Committee received the non-public minutes of the meeting held on 27 April 2012.

**12. COMMISSIONER'S UPDATES**

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

**13. OLYMPIC, PARALYMPIC GAMES AND DIAMOND JUBILEE UPDATE**

The Committee received a report of the Commissioner providing an update on preparations made to date with regards the Olympic and Paralympic Games and the various Diamond Jubilee events.

**14. CONSULTANCY SERVICES**

The Committee agreed a report of the Commissioner concerning the renewal of a contract relative to the provision of financial consultancy services as part of the City First Change Programme.

**15. PUBLIC ORDER: THREAT AND RISK FOR THE CITY OF LONDON**

The Committee received a report of the Commissioner setting out the threat and policing of public order within the City of London, examining the level and type of threat, risk and harm for ceremonial and public safety events, and also for pre-planned and spontaneous protests.

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

There were no questions.

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

There were no urgent items.

**18. SENIOR OFFICER APPOINTMENTS**

A joint report of the Town Clerk and Commissioner was considered.

**The meeting closed at 12.25pm**

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**CHAIRMAN**

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## POLICE PERFORMANCE AND RESOURCE MANAGEMENT SUB COMMITTEE

25 May 2012

**Minutes of the meeting of the POLICE PERFORMANCE AND RESOURCE  
MANAGEMENT SUB COMMITTEE held at Guildhall, EC2 on FRIDAY, 25 MAY  
2012 at 1.30 pm.**

### **Present**

#### **Members**

Deputy Doug Barrow (Chairman)  
Bob Duffield  
Deputy Keith Knowles  
Henry Pollard  
Don Randall

#### **Officers**

Neil Davies	Head of Corporate Performance and Development
Ignacio Falcon	Policy Officer

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

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

### **1. APOLOGIES**

There were none.

### **2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were none.

### **3. TERMS OF REFERENCE**

The Terms of Reference of the Sub-Committee were noted.

There was a brief discussion about the references to resource management and it was felt that greater emphasis should be placed on the Sub-Committee's role in monitoring the progress of the financial strategies in place.

### **4. MINUTES**

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

### **5. HMIC ANTI-SOCIAL BEHAVIOUR INSPECTION**

The Sub-Committee considered a report of the Commissioner outlining the findings of a recent inspection by HMIC on the Force's arrangements to deal with Anti-Social Behaviour. The feedback was mixed, with a number of positive areas highlighted, and a few areas for improvement identified in relation to handling of records. The key issues concerned the follow-up contact with victims and the analysis incidents. The report also included the Improvement Plan which was drawn up by the Force in the light of the findings.

Discussion centred on intelligence gathering and the role which the new Information and Intelligence Hub would play in ensuring a coordinated approach to incident analysis.

Reference was made to new proposals being introduced by the government, which included the so-called 'community trigger', and how this might be implemented by the Force.

RESOLVED – That the report be received and its contents noted.

#### **6. HUMAN RESOURCES MONITORING INFORMATION APRIL 2011 – MARCH 2012**

The Sub-Committee considered a report of the Commissioner setting out the Force's Human Resources monitoring data for the year 2011/13.

The Director of Corporate Services drew Members' attention to an error on p. 13, whereby the figures for officer establishment and strength were mixed. The correct data was 703 for establishment (budgeted numbers) and 797 strength (actual numbers).

Members commented that in the future it would be helpful if the report could define the meaning of the terms 'establishment' and 'strength', or simply refer to budgeted and actual numbers. It was felt that the error was probably down to the confused use of the terms.

Worryingly, the error suggested that the Force was considerably behind the target of achieving a balance between the staff budgets and officer numbers. The Commissioner reassured Members that, had they had a fuller picture in terms of the projected rate of leavers over the CSR period, it would have shown that they were expected to be on track to achieve the anticipated numbers which would allow the Force to meet the financial challenge placed by the grant reductions. He undertook to bring back a report to Members which better and more detailed information on workforce planning to future meetings of the Sub-Committee.

RESOLVED – That the report be received and its contents noted.

#### **7. END OF YEAR PERFORMANCE AGAINST TARGETS FOR THE POLICING PLAN 2011-14**

The Sub-Committee considered a report of the Commissioner detailing the Force's performance against the Policing Plan targets for 2011/12. Out of 21 targets, four were not achieved and three had information pending.

As a general observation, Members felt that the Commissioner and his officers ought to be recognised for the hard work in achieving those 'green' targets, which were particularly challenging in the face of the budget reductions.

Members proceeded to analyse those targets which were 'missed', and heard from the Commissioner on the reasons why the Force was unable to meet them. The following points were made:-

- **Target 4 – Reduce Violent Crime by 10%** - There was a discussion over the impact at St Paul's making an impact on violent crime reporting.
- **Target 7 – Increase number of people charged with fraud offences –** The target was somewhat out of the Force's control as it was largely dependent on the work by the CPS. The target was being modified in the new year with the advent of the new performance framework for Economic Crime.
- **Target 11 – Develop Fraud Prevention Strategies –** There was ongoing work to ensure better engagement with the industry. Again this was an area which was being addressed by the new ECD performance framework.
- **Target 20 – Support staff sickness levels –** It was noted that the target had been met for police officers. There was a reference to the impact of a relatively few number of long-term sickness cases skewing the data.

In response to a question over how newly agreed target were taking account of the rise in some forms of crime over the Olympics, the Commissioner commented that he would anticipate some rise in acquisitive crime although he was still hopeful that there would be an overall reduction.

RESOLVED – That the report be received and its contents noted.

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

There were none.

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

**Low incidence of corruption allegations**

The Chairman drew attention to an article in a national newspaper highlighting the low incidence of corruption cases against the City Police when compared to other Forces in the country. Members

**10. EXCLUSION OF THE PUBLIC**

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

<b>Item No.</b>	<b>Exempt Paragraphs</b>
11	7
12 – 12	-

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

**11. NON-PUBLIC MINUTES**

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

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

There were none.

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

There were none.

**The meeting closed at 3.00pm**

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**CHAIRMAN**

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## ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE

WEDNESDAY, 13 JUNE 2012

Minutes of the meeting of the ECONOMIC CRIME BOARD held at Guildhall, EC2, on WEDNESDAY 13 JUNE 2012, at 2.30pm.

### Present

#### Members

Simon Duckworth (Chairman)  
Helen Marshall  
Deputy Richard Regan

#### In Attendance

Henry Pollard

#### Officers

Gregory Moore - Town Clerk's Department  
Ignacio Falcon - Town Clerk's Department

#### City of London Police

Adrian Leppard - Commissioner  
Olly Shaw - T/Chief Supt, Economic Crime Directorate  
Hayley Williams - Corporate Support, CoLP

### **1. APOLOGIES**

Apologies for absence were received from Mark Boleat and Alderman Ian Luder.

### **2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were none.

### **3. TERMS OF REFERENCE**

The Board's Terms of Reference were noted as follows:

To be responsible for:

a. Overseeing the force's national responsibilities for economic crime and fraud having regard to the strategic policing requirement in this area;

b. monitoring government, and other external agencies' policies and actions relating to economic crime; and,

c. Making recommendations to the Police Committee in matters relating to economic crime.

The ability of the Board to co-opt an individual was discussed, with the Chairman commenting that he was keen to co-opt from within the Court of Common Council given the Court's role as the police authority for the City of London Police area. Members were supportive of the Chairman's suggestion and confident that an appropriate individual could be identified given the wealth of experience and expertise on the Court. The Commissioner suggested that a Member of the Finance Committee or someone with a strong financial background might be appropriate given where the Force was currently positioned with major projects such as the Fraud Academy, and the Chairman asked Members to think about the matter and let him know informally of any suggestions for consideration.

RECEIVED.

**4. PRESENTATION: LEADING THE FIGHT AGAINST ECONOMIC CRIME**

With this initial meeting of the Board intended as a 'scene-setting' one, the Commissioner gave a short presentation outlining the background to the Force's role and achievements as the National Lead for Economic Crime, putting the current operations and future plans in to context and setting out the key performance areas for the Economic Crime Directorate.

The Commissioner advised that he was currently in the process of redesigning the performance framework for the Economic Crime Directorate and would like to present this to future meetings in order to gain Members' assistance in fleshing out the proposals. Members stressed the need for more work to be done in clearly demonstrating the value of the ECD and the full scale of fraud prevented and assets recovered. It was also asked that, following the creation of the performance framework, an Economic Crime Performance Indicators report come to meetings of the Board as a standard item.

RECEIVED.

**5. NATIONAL OPERATIONAL DELIVERY**

Members received a report of the Commissioner providing a brief outline of the national policing landscape and an update on the Force's position as the Lead Force for Economic Crime.

The issue of Home Office funding for the implementation of regional fraud teams was discussed, with the Chairman suggesting that, following formal confirmation of their funding, it would be appropriate for him to join the Commissioner when he met with representatives from the financial services sector to discuss funding. The Commissioner took on board the Chairman's comments and undertook to share his negotiating strategy with the Chairman and the Chairman of the Policy & Resources Committee.

RECEIVED.

**6. NATIONAL FRAUD INTELLIGENCE BUREAU**

Members received a report of the Commissioner explaining the rationale and history of the National Fraud Intelligence Bureau, setting out its current

functions and activities, funding position, and outlining the planned future steps to develop the role of the Bureau.

The Commissioner made the point that the NFIB was more reliant on external funding and work was undertaken with many other agencies to maximise its usefulness. With this in mind, a recent grant of £2million over two years to fund the establishment of the NFIB as the cybercrime reporting centre was highly valuable.

RECEIVED.

**7. FRAUD TRAINING ACADEMY**

Members received a report of the Commissioner setting out the current position in respect of the proposed Fraud Training Academy and providing an update of work undertaken to date.

The Commissioner advised that work was on-going with consultants in an effort to find how best to package the City of London Police brand to maximise income whilst at the same time minimising any potential risk. An options paper would of course be produced and presented to the Board before going elsewhere in order to obtain the guidance of Members, particularly with regard to the business element of the proposal. The Chairman commented that a breakdown of costs would be useful, highlighting the Force's expenses so far in producing the plans, who the competition are and what they were charging, and so on. Members also expressed a desire for any paper to cover the risk and reputational exposure and what work would be done to mitigate this, and were keen to know if the Force had liaised with any external agencies offering similar courses, such as the FBI in an effort to learn from their experiences. The Chairman suggested that the circulation of an executive document at least ten days before the next meeting would be useful, if possible.

The Chairman also asked that additional copies of the draft prospectus which had been tabled be produced and circulated to all Members of the Police Committee for information.

RECEIVED.

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

There were no questions.

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

**Next Meeting**

Whilst it was noted that there was a meeting of the Board scheduled for October, the Chairman suggested that it might be appropriate to hold an additional meeting in September given the volume of important work currently progressing. The Chairman accordingly asked the Town Clerk to arrange this, with the rising of the Police Committee on Friday 14 September suggested as a suitable time.

**10. EXCLUSION OF THE PUBLIC**

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

**Item No.**  
11

**Exempt Paragraphs**  
4

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

**11. PROPOSED ECONOMIC CRIME DIRECTORATE STRUCTURE**

The Committee received a report of the Commissioner providing Members with an update on the latest position with the City First Change Programme and contrasting the old structure with the proposed new design.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

**The meeting closed at 4.05pm**

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**CHAIRMAN**

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<b>Committee:</b> Police	<b>Date:</b> 11 <sup>th</sup> July 2012
<b>Subject:</b> Community Engagement Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police POL 49/12	<b>For Information</b>

### Summary

This report contains two sections, Section A relates to details of issues raised at Ward Level and the Force response (including Appendix A), and Section B, which relates to Business Engagement. Detail on Business Engagement was requested by some Committee Members at your last Committee in June.

The Residents' Meeting, held on Wednesday 30th May, attracted a number of residents with concerns relating to inconsiderate road use, anti-social behaviour particularly around licensed premises and noise pollution.

Begging and rough sleepers continues to be a concern for residents and workers but the number has reduced and the force are addressing this proactively with partners.

The Volunteer Police Cadets programme has run since February 2012. It is for young people living in and around the City of London, has now started to deploy the young people to some pre-planned events including the London Marathon and the Queen's Diamond Jubilee celebrations.

Section B describes the Cross-sector Safety and Security Communications (CSSC) which will act as a bridge between the police, business and industry during the Olympics. The Cross-sector Safety and Security Communications model has been successfully tested in the lead-up to the Olympic and Paralympic Games and will act to enhance our direct communication with the business community. (A list of Business Sector Liaison groups currently forming the Pan London CSSC structure together with members of Sister Banks is included at Appendix B.) The CoLCPA held its Annual General Meeting in May 2012. The Lead Member for Community Engagement gave specific input and direction on areas within this section of the report and

## Appendix B.

The Force Counter Terrorism Department continues to engage with sections of the community appropriately through Project Griffin and Op. Argus and the Economic Crime Directorate continue to provide information giving presentations to various stakeholders.

### **Recommendations**

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

## **Main Report**

### **Section A – Residential Engagement**

#### **Residents' Meeting, Wednesday 30th May 2012**

1. The City Wide Residents meetings took place at the Old Library in the Guildhall at 1230 and 1830. Approximately 50 residents attended each meeting; they represented most residential areas in the City. Commissioner Leppard provided an update on current issues, including the City First Change programme.

There were questions from residents relating to the following themes:

- City of London Police (CoLP) plans to tackle unlawful cycling, including cyclists jumping red traffic lights.
  - CoLP plans and activity in combating both anti-social behaviour and criminality associated with alcohol and the night time economy (including offers from two residents of Tower Ward to provide assistance to the Police in helping with accurate reports of incidents in their immediate locality).
  - Use of police helicopters (noise nuisance). A resident wished to have specific details of police helicopter deployments highlighting the nuisance they cause.
2. Commissioner Leppard acknowledged that the cycling issue was a real problem for residents and stated that operations would target all 'anti-social' road users including motorists and pedestrians. He added that a more joined up approach to this problem was necessary with

relevant departments of the City of London Corporation, as it could not be remedied purely with enforcement action.

3. Commissioner Leppard detailed the Force's recent activities and successes in combating cyclists and anti social behavior associate with licensed premises, providing specific details around targeted operations (e.g Op Atrium- cyclists), ticketing of perpetrators, educational initiatives (such as those held in the Guildhall yard) and the ongoing success of Transport for London (TfL) operations. He also informed the meeting that the use of the Metropolitan Police Helicopter was one borne out by threat and risk, and pressing operational need and that all helicopter movements are governed by the Civil Aviation Authority (CAA).

### **Volunteer Police Cadets**

4. Twenty-five Volunteer Police Cadets regularly attend the City Police Cadet Scheme at the Honourable Artillery Company, City Road. The Cadets have now completed an eight-week programme that incorporated legal training with a great deal of emphasis on Stop and Search and Drug Awareness training. Subsequently, the Cadets are now participating in select policing operations as appropriate, most notably the Service of Thanksgiving for the Queen's Diamond Jubilee Service at St Paul's. The Cadets contribution should have a positive impact on the residential and business community in the coming months.

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

5. Rough sleeping remains an issue for our business and residential community. The recent combined partnership approach towards Operation Poncho continues to be effective with the number of homeless being maintained at 19 with the next count scheduled for late June.
6. In early June a pilot scheme was launched varying the times of the Op Poncho patrols and adding two additional patrol days (Saturday and Sunday). It is intended that these changes will help to reduce the count further. The Force's positive action against begging continues with Operation Arula (Pro-active co-operative work with UK Border Agency) scheduled to run later in June.

### **East Area (Portsocken Ward)**

7. No significant issues to report.

### **South Area**

8. Concern has been raised about a group of skateboarders causing a nuisance in the vicinity of Angel Lane. A ward officer is dealing with this complaint. Additional patrols will also be in place over the weekends and during the afternoon to deter the skateboarders.

### **West Area**

9. Concerns continue to be raised in relation to Castle Baynard Ward and Bread Street Ward, regarding the noise from licensed premises primarily in Carter Lane. They were subject of a licensing review on the 4<sup>th</sup> May that resulted in both premises having their hours reduced to close at midnight. However, the premises in question have put in appeals against this judgement, and so they currently continue to operate their usual hours until a date is set at Magistrates Court to hear the appeal.

### **North Area**

10. The complaints received from residents from the Golden Lane Estate about noise emanating from licensed premises on the Goswell Road on Friday nights, have significantly reduced. Regular patrols and licensing visits continue.
11. The local MP, Mark Field (MP), accompanied by Common Councillors and Inspector John Zuber, met with one of the licensed premises supervisors in May. Following this visit positive steps have been taken towards reducing the noise levels through closing the external doors and removing outdoor furniture.

## **Section B – Business Engagement**

### **Cross-sector Safety and Security Communications**

12. The Cross-sector Safety and Security Communications (CSSC) is a pan London communication vehicle to enable law enforcement to



inform the business community of any particular security or safety needs. Mr Randall is the business sector lead on this initiative which is a joint partnership between the Home Office, the Metropolitan Police, the City of London Police, London Resilience and the business sector. Appendix B identifies those areas of business functions currently engaged in CSSC.

13. The CSSC team comprising of both law enforcement and business sector volunteers is operational, it was successfully engaged at the Queen's Diamond Jubilee, it operates on a 24 x 7 basis and has a structured programme of engagement throughout the forthcoming Olympics.
14. Post the Olympics CSSC will be formed as a registered charity and it is intended to role the concept out UK wide. Mr Randall is leading on the legacy of this initiative. CSSC is supplementary to the existing community engagement practices already successfully employed within the City of London Police/business community engagements.

#### **Counter Terrorism Security Advisers (CTSAs)**

15. The CTSA's continue to run Project Griffin days for company Security Staff on the first day of every month. This involves giving a security briefing and input on dealing with suspect packages and cordons. There are no specific issues raised by attendees to report in this reporting period. In addition, the section is running Op. Argus tabletop exercises upon request with companies on CT and also night time economy scenarios. Again this is an input from CoLP staff on what action to take in certain scenarios. Feedback is always positive.
16. The Force has a target to deliver a programme to improve the quality and coverage of engagement with Small and Medium Enterprises (SMEs). A survey is currently being undertaken to benchmark current levels of SME engagement and their perceptions of CoLP CT services; their preferred methods of engagement and products they would like to receive. The results of this survey will inform work going forward which will be reported to your Committee in due course.

## **Economic Crime Directorate engagement**

17. The Economic Crime Directorate have undertaken a number of presentation engagements with various stakeholders. Highlights are as follows:
- ECD hosted 30 Dutch law students at New Street on the 12<sup>th</sup> June 2012. The students received presentations with regards to fraud in general, money laundering as well as the functions of the National Fraud Intelligence Bureau.
  - The Overseas Anti Corruption Unit (OACU) delivered a Presentation to the British Expertise/ British Standard event in SW1 with regards to the launch of BS10500 on Anti-corruption systems to 50 lawyers and business compliance officers.
  - An internal presentation was also delivered by OACU for the Centre of excellence to 7 external compliance officers on the Bribery Act Adequate procedures and case studies.
  - Fraud team 5 provided a presentation to 20 people concerning their role as executing authority for the UK Central Authority (UKCA) meeting at the Home Office.
  - The Insurance Fraud Enforcement Department (IFED) provided presentations to the following companies, AVIVA (50 people), CIFG Insurance group (30 people) and HM Treasury (4 people)

## **City of London Crime Prevention Association.**

### **18. Annual General Meeting- May 2012**

The CoLCPA held their AGM in May, the Assistant Commissioner and Detective Superintendent Robinson gave a presentation covering the following areas:

Intelligence and threat reporting from;  
International Terrorism,  
Irish Terrorism,  
Domestic Extremism & Protest Groups, and  
'Lone Actors' i.e. extremists acting in isolation.  
Business Advice.  
Communication and Messaging during the games period

No specific issues were raised by members.

### **Consultation**

19. The Lead Member for Community Engagement gave specific input and direction on areas of the Business Section of the Report and Appendix B.

### **Conclusion**

20. This report informs Committee members of residential and business community engagement activity undertaken in the last reporting period.

### **Contact:**

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*Community Engagement,*

*Uniformed Policing Directorate*

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Community Concerns By Ward	Rowdy/Inconsiderate Behaviour - Alcohol Related (Actual Incidents)		How Many Issues Raised By Community		Rowdy/Inconsiderate Behaviour - Non - Alcohol Related Actual Incidents		How Many Issues Raised By Community		Begging/ Vagrancy (Actual Incidents)		How Many Issues Raised By Community		Violence Against Person (s) (Actual Incidents)		How Many Issues Raised By Community		Malicious Communication (Actual Incidents)		How Many Issues Raised By Community		Noise (Actual Incidents)		How Many Issues Raised By Community		Drugs (Actual Incidents)		How Many Issues Raised By Community		TOTAL ASB CAD's	TOTAL COMMUNITY RAISED CAD's
	Month	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May	May
Aldersgate	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	
Bassishaw	0	0	3	3	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	
Bishopsgate	13	13	8	8	6	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	28	27		
Broad Street	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1		
Coleman Street	1	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2		
Cripplegate	2	2	9	9	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	5	5	0	0	0	17	17		
Billingsgate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Bread Street	1	1	1	1	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3		
Bridge	0	0	1	1	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	5		
Candlewick	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cheap	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2		
Cordwainer	1	1	0	0	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	4	3		
Cornhill	1	1	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3		
Dowgate	1	1	2	2	2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	5		
Langbourn	1	1	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3		
Queenhithe	0	0	3	3	3	3	0	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	6		
Vintry	0	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3		
Walbrook	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1		
Castle Baynard	3	3	2	2	2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	7		
Farringdon Within	2	2	2	2	3	2	0	0	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	6		
Farringdon Without	5	5	0	0	2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	7		
Aldgate	1	1	1	1	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	8	8		
Lime Street	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1		
Portsoken	1	1	1	1	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	3		
Tower	1	1	2	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4		
Total ASB CAD's Per Month	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
MAY	38	46	33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	0	126			
Total Community Raised CAD's Per Month	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
MAY	38	46	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	0	123			

Total ASB CAD's  
126

Total Com. Raised CAD's  
123

- Area Key
- NORTH
  - SOUTH
  - WEST
  - EAST

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<b>Committee(s):</b> Police	<b>Date(s):</b> 11 <sup>th</sup> July 2012
<b>Subject:</b> Quality of Service & Equality, Diversity and Human Rights (EDHR) Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police POL 48/12	<b>For Information</b>
<p><b><u>Summary</u></b></p> <p>This report presents to your Committee an update for information only, on progress in the combined areas of Quality of Service (QoS) &amp; Equality, Diversity and Human Rights (EDHR).</p> <p>The Force’s Strategic Management Board signed off the Quality of Service &amp; EDHR Strategy in August 2011 and this was approved at your Committee in December 2011 (Pol 70/11 refers). At your Committee the Assistant Commissioner undertook to bring an update in 6 months. The new internal governance Board, chaired by the Assistant Commissioner sat on 3<sup>rd</sup> May 2012 and work continues around both areas under his direction. It was agreed that a new Board would not form until Directorate Leads within the new policing model had been appointed to ensure there was alignment between the functional responsibilities of the action plan and that of the Directorate. The internal governance Board has now approved the terms of reference (<i>Appendix 1</i>) and is managing the Action Plan (<i>Appendix 2</i>).</p> <p>In the time that has elapsed since the agreement of the strategy and formation of the Board there has already been progress in delivering the objectives, which include external publication of Equality Data for service provision and staff; a new policy and SOP for Equality and Community Impact Assessments, with a reinvigoration around the process; Equality Impact Assessment and engagement process for the City First Change Programme; referral of EDHR issues to Organisational Learning Forum; full review of the Lokahi Action Plan with additional actions; and development of a talent management strategy amongst others.</p> <p>This paper also provides an update on the newly proposed policing model and what this will mean for Quality of Service, EDHR and the</p>	

specialist posts that support these areas.

### **Recommendation**

It is recommended that Members receive this report and notes its contents

## **Main Report**

### **Background**

#### **General**

1. This report provides an update to the report submitted to your Committee in December 2011 (Pol 70/11 refers). This report presented to your Committee the Quality of Service & Equality, Diversity and Human Rights (EDHR) Strategy which sets out the objectives, actions and measures required to ensure that the Force delivers quality services, whilst ensuring that EDHR is integral to this process.
2. At a time when the Force is restructuring to deliver high levels of service that the City has come to expect, in a more efficient and effective way; work around Quality of Service and EDHR will provide a mechanism to address these areas as the new policing model develops. These are areas of policing that require constant scrutiny and development to ensure the force complies with legislation but also continuously improves. The Force will always need to ensure that the right services are delivered, in the right way, at the right time; to the highest possible standard with available resources. In terms of our staff the focus will be on providing an environment that encourages and drives performance through a culture of pride, professionalism and valuing EDHR in the workplace.

#### **Quality of Service & EDHR Board**

3. The Quality of Service and EDHR Board is chaired by Assistant Commissioner Armstrong and is supported by Alderman Alison Gowman, who is the Lead Member for EDHR; also sitting on the Board are force leads and specialists in EDHR. The Board has responsibility to direct activity throughout the organisation in line with the strategy presented to your December Committee and the Board's terms of reference which are at *Appendix 1*. The Board is accountable to the Commissioner through the Strategic Management Board, to ensure that any action or inaction is scrutinised at the highest level. The broad, but relevant representation of

the attendees as contained in the terms of reference, ensures that all Directorates support this work, specialists in EDHR are present and there is accountability at every level. The inaugural meeting was held on the 3<sup>rd</sup> May 2012.

### **Action Plan**

4. The Action Plan now has four Champions for each element of the strategy as contained within the terms of reference. The Champions have responsibility for the four core functional areas – Local Accountability; Our People, Our Culture; Operational Delivery and Organisational Process. It is for the champions of these areas and the Board to decide which areas should be prioritised so activity around Quality of Service and EDHR becomes focused on organisational outcomes. This will ensure the greatest benefit to the City and our staff.
5. The current Action Plan (*Appendix 2*) is largely a consolidation of outstanding actions from the Confidence and Equality Board (replaced by the Quality of Service & EDHR Board), Equality Standard for the Police Service objectives, the Local Engagement Action Plan and the Lokahi Action Plan. Champions have also written specific actions within their areas of responsibility to drive continuous improvement where issues were not identified.
6. It is recognised that the Action Plan in its current form is too large and potentially unwieldy. However, it was considered important that past actions were not lost so were incorporated within the document. The Board will seek to streamline this document in the coming months, which will enable the Board to focus attention on core areas where the risks and benefits to the force are greatest. This will also allow available resources to be better utilised within the new policing model. As a living document there will be an ability to address new challenges as they arise limiting the need to create further projects, working groups and meetings.

### **Current Position**

7. The current Action Plan contains sixty one actions of which the majority are amber in that they are work in progress and are on target to be delivered within the set timescales. Each action will have a timescale that links to Board meetings unless there is a very specific deadline, which simplifies the process. At the current time, Force Champions are recording their progress in delivering on these actions and are encouraged to consider both

the protected characteristics and equality duties through a check box to ensure these areas are specific considerations.

8. Since the last report to your Committee, there have been a number of achievements related to the Action Plan. These include the external publication of Equality Data for service provision and staff; a new policy and SOP for Equality and Community Impact Assessments, with a reinvigoration around the process; Equality Impact Assessment and engagement process for the City First Change Programme; referral of EDHR issues to Organisational Learning Forum; full review of the Lokahi Action Plan with additional actions; and development of a talent management strategy amongst others.
9. Although the Force has been working to progress these areas, the Force is not complacent and recognises that there is still a significant amount of work to undertake and is considering how best this can be achieved within the New Policing Model.

### **Potential Implications of New Policing Model**

10. The proposed new policing model establishes a Quality of Service and EDHR structure as part of the Strategy, Performance & Review Department, which sits under ACPO at present and also in the new structure. There will be new posts created to specifically address both Quality of Service and EDHR issues to ensure that the Force can be provided with specialist support in this area. The benefit of bringing a specialist Quality of Service and EDHR team within a larger department will be the extra resilience provided and also the ability of this team to work more closely with other corporate development areas.
11. In addition to the redefining and realigning of officers and staff working in Quality of Service & EDHR, there is an additional proposal to bring the EDHR Manager who has responsibilities in supporting the City of London Corporation, Police Committee and City of London Police, within Strategy, Performance and Review under the direction of the Head of Department. It will be for the Head of Department to liaise with both the Police Committee Lead for this area and City of London Corporation to ensure that their workload and direction is managed effectively and the post holder is in a position to provide an independent view around service delivery and EDHR.

## **Conclusion**

12. Delivering Quality of Service & EDHR throughout the organisation is considered to be an ongoing process, which will assist the Force in continuous development. The Board will continue to update Police Committee on progress within this area every 6 months.

## **Appendices**

Appendix 1 – Terms of Reference

Appendix 2 – Action Plan

### **Contact:**

*Chief Inspector Andrew Ricketts*

*Head of Performance Improvement and EDHR*

*020-7601-2098*

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**Quality of Service & EDHR Board  
TERMS OF REFERENCE**

<b>Responsibilities</b>	
Name of Terms of Reference Author:	Andrew Ricketts
Unit or Department:	Strategy, Performance and Review
Directorate owning this document:	Corporate Services
Meeting Chair:	Assistant Commissioner
<b>Version control</b>	
Date of latest version:	Version 3 (17 <sup>th</sup> Feb 2012)

**1. Purpose of meeting**

The purpose of the Quality of Service and EDHR Board is to direct activity throughout the organisation in line with the strategy to deliver high quality policing services. The strategy has both organisational (internal) and community (external) elements, so has a wide influence. Equality, diversity and human rights form an integral part of the strategy.

This Board will supersede the Confidence and Equality Board (CEB), Citizen Focus Board and the Standards, Quality and Contact Group.

**2. Meeting overview**

1. To ensure the force supports the objectives of the Quality of Service and EDHR Strategy; through the development and governance of the supporting action plan.
2. To monitor and review force quality of service and EDHR performance data to identify and address development areas through the action plan.
3. Respond to any high level risks to the force that relate to Quality of Service and/ or EDHR.
4. Oversee Organisational Learning Forum (OLF) actions that are not delivered within agreed timescales.
5. Provide support to the staff support networks enabling them to contribute in the delivery of the Quality of Service and EDHR strategy and action plan.

### 3. Attendee list and Responsibility

Name or Title	Representation	Responsibility
Assistant Commissioner Frank Armstrong	ACPO	1. Chair the Board and hold action owners to account.
Supt. Lorraine Cussen <sup>#</sup>	Deputy Chair	1. To support the Chair and advise on agenda/ issues.
Alderman Alison Gowman	Police Committee	1. Represent Police Committee and provide scrutiny.
Mr. Gary Moore	IAG	1. Represent IAG and provide scrutiny.
Mr. Phil Pepper*	HR Strategic	1. Provide HR strategic advice and guidance.
Ms Nagina Kayani	EDHR Manager	1. Provide specialist EDHR advice and a link to the City of London Corporation.
Ch. Insp. Norma Collicott	Organisational Learning Forum	1. To report progress of OLF and actions not delivered within agreed timescales.
Ch. Insp. Andrew Ricketts	Quality of Service & EDHR Lead	1. Support the strategy and present action plan.
Insp. Ashlie May	EDHR Team	1. Provide specialist advice around EDHR issues and support Champions in the maintenance of the Action Plan.
Det. Supt. Tony Crampton	ECD	1. Represent ECD
Josie Wheeler	ACPO PA	1. Minute Taker.
<b>Quality of Service Champions</b>		
T/ Supt. Dave Lawes	Local Accountability	1. Lead for strategic area.
* HR Strategic	Our People, Our Culture	1. Lead for strategic area.
T/ Det. Supt. Dave Service	Operational Delivery	1. Lead for strategic area.
<sup>#</sup> Deputy Chair	Organisational Process	1. Lead for strategic area.



#### **4. Agenda**

##### **Standing items are:**

1. Welcome and apologies
2. Approval of minutes and outstanding actions
3. Declaration of any other business
4. Board priority area(s)\*
5. Action plan
6. Service Champion updates
  - 6.1 Local Accountability
  - 6.2 Our People, Our Culture
  - 6.3 Operational Delivery
  - 6.4 Organisational Process
7. Organisational Learning updates.
8. EDHR and Staff Support Networks (exceptional reporting)<sup>#</sup>
9. A.O.B.

\*Board Priority Actions will be agreed by the Chair in advance of the meeting to ensure that the focus is on areas that represent the greatest risk or opportunity to the force.

<sup>#</sup> EDHR will be integral to all areas and Board members will work with the staff networks so only exceptional reporting should be required.

#### **5. Meeting Frequency and other points**

- 5.1 Meetings will be held once every quarter or a frequency as required by the Chair.
- 5.2 Organisational Learning will report to the Board.
- 5.3 The Board will report to SMB quarterly on actions that have been completed and those that present a significant risk to the force or require remedial action (Red RAG status).

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## QUALITY OF SERVICE & EDHR ACTION PLAN 2012

### Champion

T/Supt. Service (DS)  
Phil Pepper (PP)  
Supt. Cussen (LC)  
T/Supt. Lawes (DL)

### Quality of Service & EDHR Strategy

Operational Delivery  
Our People, Our Culture  
Organisational Process  
Local Accountability & Local Governance

**13062012(9)**

## Commissioner's Foreword

The City of London is the world's leading financial and business centre; with an incredibly diverse day and night time population.

Achieving this vision requires a bespoke police service that recognises the unique needs of the people that the City of London Police serves; and my staff are proud to be at the forefront of reform and modernisation that focuses on service delivery. Whilst the City of London Police is a local police force, it delivers services locally, nationally and internationally especially in its lead role status for economic crime.

Delivering these quality services and achieving high levels of satisfaction is achieved by focusing on the values of the force that include respecting Equality, Diversity and Human Rights (EDHR) and ensuring these principles are enshrined in the way the force delivers high quality services. The force seeks to ensure EDHR is integral and embedded in everything that we do, so it is not something that sits within a specialist area but is a responsibility for all of our staff. However to ensure the force achieves defined priorities that will be measures of our success, the force also invests in a small specialist unit with responsibilities around EDHR and quality of service.

The City of London Police Strategy builds on the national tri-partite strategy representing: the Association of Chief Police Officers (ACPO), the Association of Police Authorities (APA), and Her Majesty's Inspectorate of Constabulary (HMIC) that sets out a "vision" for how equality, diversity and human rights are going to be delivered by the police service in the coming years. The Force Strategy goes a step further by bringing EDHR together with a specific focus on the quality of service provided by our staff.

The force cannot deliver effective services without the support of the City Population and businesses, so the strategy will have a greater emphasis on how we engage with and involve the community in our policing commitments.

Adrian Leppard MBA

Commissioner

Quality of Service & EDHR Strategy: Operational Delivery

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Force Priorities				Date RAG	Progress Update	
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation	Public Disorder	Terrorism	Road Safety	Volume Crime			ECD
OD1 - Directorates develop their knowledge of local communities from a variety of sources, including partners and use it to plan and deliver services according to specific needs. ESPS I	01 - Ascertain what surveys, databases, 'local knowledge' are being utilized to inform the bank of community awareness.	DS																		Aug-12	The Ward Profiles are complete as of 31st May 2012 and will be reviewed following collection of the Census data in July 2012. A demographic database called 'MOSAIC' has been explored by the force and a business case is being developed. A total cost for this product is being forwarded to the force.
	02-Ascertain satisfaction data related to the Protected characteristics Ascertain what initiatives we have to reduce hate crime instances.																				Aug-12



**NOT PROTECTIVELY MARKED - MANAGEMENT**

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Force Priorities			Date RAG	Progress Update			
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation	Public Disorder	Terrorism	Road Safety			Volume Crime	ECD	
an audit.	02 - Report on findings of audit to Quality of Service & EDHR Board.																				Dec-12	Findings will be reported to the EDHR Board in line with the December date.
OD5 - Ensure that information, intelligence and statistics (non Human Resources – see Our People, Our Culture) gathered by the force can be broken down by protected characteristics to improve service delivery.	01 - Identify where protected characteristics are not identified on force information, intelligence and statistical products with recommendations to the Board.	DS																			Aug-12	A detailed report from the PIU Researcher, submitted to PMG highlights responses to our various surveys. As stated below, respondents are asked standard diversity, (protected characteristic) questions and they also identify if they are living/working or visiting the City when taking part in the survey. Standard protected characteristic questions are asked of those responding to various surveys, the question set could be expanded to cover all characteristics.
	02 - Establish when protected characteristics are gathered how this information is used to improve service delivery.																					Aug-12
OD6 - The force obtains satisfaction data from a range of sources to monitor the way in which services are delivered with the ability to review against protected characteristics ESPS	TBC	DS																			TBC	Please see OD1

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Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Force Priorities			Date RAG	Progress Update		
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OD7 - Information and intelligence relating to service recovery – complaints, dissatisfaction, health and safety issues to contain EDHR information to assist in the identification disparity between particular groups.	01 - Gap analysis to be conducted.	DS																		Aug-12	EDHR information is recorded on the Centurion system within PSD. Sometimes it is not completed by the complainant and sometimes the information is refused. The Form 50, (near miss) form does not include any EDHR information and needs amending to collect this data. Analysis of protected characteristics surrounding complainants can be undertaken by PSD as this information is recorded if provided by complainants, ethnicity statistics are reported to police sub-committee on a quarterly basis. It is apparent that a large number of complainants do not want to provide information concerning protected characteristics. Further work needs undertaking to alter forms to collect the required information in other instances, such as Health and Safety forms, etc.
	02 - Demonstrate what learning has been acquired and applied from the initiatives.	DS																		Aug-12	This is a new initiative but lessons will be captured and circulated following on from process debriefing.
	03 - Ascertain any instances of community reassurance that have occurred as a result of serious crime and detail the learning from the incidents.	DS																		Dec-12	As stated, this is a new initiative and the community reassurance will be assessed by the feedback received in due course.
OD8 - Directorates and their partners engage with diverse individuals and communities to run appropriate initiatives that address their particular concerns in relation to serious and organised crime. ESPS 5	01 - Ascertain what initiatives have been run and evidence the effect the initiative has had on different communities	DS																		Aug-12	The PPU have introduced the LGBT Liason Officer's Scheme and have trained all PPU staff and two PCSO to perform the role. The PPU will concentrate on the investigative aspect while the PCSOs develop links into the City Community. The Force is rejoining Stonewall as this will assist in delivering the most appropriate message to the community at the same time as identifying who they are.

Page 42



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<p>OD9 - Directorates and their partners engage with diverse individuals and communities to run appropriate initiatives that address their particular concerns in relation to terrorism and domestic extremism. ESPS 6</p>	<p>01 - Ascertain initiatives that have been run that have produced an effect on different communities. Ascertain what listening and response to local concerns from all communities has arisen in response to the PREVENT agenda.</p>	DS																		Dec-12	<p>Bengali Women's Group (BWG) and Mansell Street Estate The City of London Police Prevent Team have engaged with the BWG regarding Prevent. The engagement related to presenting an overview of the governments strategy on Prevent, although this is a difficult topic for Muslim communities. The presentation was received with interest and resulted in a further meeting with the same group where Act Now, (Paper Fed Exercise where members of the community take on the role Counter Terrorism officers in charge of a CT operation), was presented. The Act Now presentation was also very successful a stimulated a great deal of discussion around the Prevent Agenda and raise the profile of Prevent with the group.</p> <p>Business Prevent Engagement A focus group has been established with a leading City business to evaluate Prevent and how this would affect businesses in general. This group has looked at the implications of referring employees who have displayed behaviour of concern to the Police. There has also been a Prevent presentation to the Wards Community Forum to raise awareness of the Prevent Agenda and to encourage further engagement of businesses regarding Prevent. It is clear that the engagement with businesses has been thought provoking and created substantial interest. However there are very real concerns regarding the legal consequences of passing</p>
<p>OD10- Directorates use community profiles to develop innovative community engagement practices. ESPS 7</p>	<p>01 - Review the Community Engagement Strategy to ensure it is fit for purpose. 02- -Ascertain if there are mechanisms for the community to make suggestions on operational delivery. 03- -Detail how the suggestions shape service improvement.</p>	DS																		Jan-13	<p>The Community Engagement Strategy has been reviewed and awaits a plain English test currently being undertaken by Corporate Communications. A Talkback facility is being developed by Corporate Communications, this will enable community feedback to be secured and acted upon.</p>

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<p>OD 11 - The CoLP carries out equality analysis and ensures that it implements learning to address negative and positive outcomes. ESPS 2</p> <p align="center">Page 44</p>	01- -Ascertain what activities are undertaken to engage with diverse communities (Link with li1) and address adverse perceptions of the Police Service.	DS																		Aug-12 *	Wards Polcing are mindful of engagement methods when dealing with the City Community. Around 20% of City residents are over 60 years old, therefore consideration is given to mail drops in support of email contact and force website use. Much work has been done building confidence with the Bengali Women's Network and Muslim groups on the Mansell Street Estate, this includes a recent joint visit to the Hajj Exhibition at the British Museum.	
	02 - Identify % compliance of CIAs and ensure that CIAs are used for organisational learning where appropriate.																				Aug-12 *	This will be monitored by FIB now that a new process is in place and both the CIA form and CIA Policy have been reviewed and renewed. It is believed a review will be undertaken in six months which should enable proper analysis and embedding of the new process.
	03 - Ensure any actions arising from EIAs and CIAs are monitored and Action Plans completed to address any matters highlighted																					Aug-12 *
<p>OD 12- -BCUs, working with partners and key stakeholders, plan and shape services that meet the specific needs of children and young persons. ESPS 4</p>	01 - Ascertain how children and young people are consulted and how they can help shape their communities.	DS																			Aug-12 *	CoLP run football tournaments on the estates to engage with youth, these are well supported. A number of young residents have been recruited to the City of London Police Volunteer Cadet Scheme and PCSOs visit and assist in local schools in support of the CoLP force youth and schools involvement officer. The CoLP runs a boxing team for local deprived youth on a weekly basis.
	02 - Ascertain the initiatives or targeted interventions to reduce the likelihood of children/young persons becoming offenders or victims of crime.																					Aug-12 *

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	03 - Ascertain the diversity training provided for community engagement with children/young people and identify any gaps.																			Aug-12 *	TNA to be conducted in conjunction with EDHR Unit to identify training issues.	
Page 45	01 - Report victim and witness satisfaction rates to the Board.	DS																		Aug-12 *	Victim and witness satisfaction rates are recorded by various means in the PIU. This information will be made available to the board and is capable of being broken down into the main protected characteristics where required.	
	02 - The force applies existing frameworks and guidance effectively to deliver improved services to meet the needs of diverse victims and witnesses.																			Aug-12 *	The above data from surveys is used to tailor service delivery through PMG actions. The revised Critical Incident Policy and new processes introduced in FIB will ensure, when fully embedded, that information and feedback from operational debriefs and closing reports is fed into the Organisational Learning Forum and then disseminated to staff through the Daily Briefing system. A library of indexed reports will also be centrally available to assist learning and planning for future operations.	
	03 - Identify or establish mechanisms to capture learning from protecting diverse people in vulnerable situations to ensure it is shared with colleagues and partners to improve wider quality of service.																				Aug-12 *	The DI PPU is a member of the London Hate Crime and Scrutiny Involvement Panel that meets on a quarterly basis at CPS HQ to review crimes of this nature that have gone through the Criminal Justice System. We have active engagement with a number of NGOs (Victim Support, CAADV, Coporate Alliance against domestic violence and Outreach).
	04 - Identify gaps in partnership working around victims and witnesses																				Aug-12 *	The management of the Courts Victim Care Unit has changed and new relationships are being built with them. The CPS representative for victim care within the CJU has been removed, this has meant that the CJU have reviewed their processes to ensure the gap is filled and victim care is properly considered.

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<p>OD 14 - CoLP Staff, working with partners and key stakeholders, plan and shape services that meet the specific needs of diverse people in vulnerable situations.ESPS 3</p>	01 - Ascertain evidence that the needs of specific communities are addressed within custody and identify any gaps in this area.	DS																	Aug-12	Dietary requirements are considered in the Custody area with access to Halal, Vegetarian and Kosher meals being available. Immediate access to a Koran is also available. Access to washing facilities is available prior to praying times. Advice on searching Transgender people is also present in the custody block.		
	02 - Ascertain and detail how domestic violence, hate crime, LGBT, disability, race and mental health are considered within vulnerable situations.																			Dec-12	We have a diverse Public Protection Unit who are fully trained and cognisant of the diverse needs of our community. The Unit prides itself in high standards of sensitive and confidential victim and witness care provision (Phoenix Suite, a dedicated and suitably maintained vehicle and Softroom provision). This is evidenced in thematic inspections.	
	03 - Ascertain any initiatives developed to enhance the understanding of staff working in these areas and in custody and identify any gaps in training.																				Dec-12	Custody staff receive input on these issues on custody staff courses. The content is regularly reviewed as a result of feedback from staff and alterations made as necessary.
	04 - Ascertain how processes are being shared amongst partners who work with vulnerable communities and vulnerable individuals and identify any gaps																				Dec-12	As a result of close partnership working and proximity to the Local Authority at Guildhall we have a number of well established groups and forums including the ASB forum, Domestic Abuse forum, the Safeguarding Panel, the Childrens Improvement Board and the Health and well-being Board. This list is not exhaustive. All meetings are minuted with associated action plan logs, these ensure continuing improvement and consistency.

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<p>OD15 - a) Launch a Talkback page within our Force website, capturing on-line views. This page should include the dates, times and venues of consultation events to be held in 2012 – signposting City workers, businesses and residents to the most appropriate forum to express their views.</p> <p>b) Update Talkback pages, following each consultation activity – feeding back to communities what concerns they have raised around high level priorities and the Force's plan to address these. ESPS 1,2,3,4, 7</p>	<p>01 - Break down into priority groups ensuring ongoing relevance. Detail how feedback is given, when and conduct dynamic assessment as to any further progress which may be needed.</p>	DS																		Aug-12	<p>This action involves a large volume of work assessing how the force will actively seek feedback directly from the website. There are a number of disparate sections of the website where members of the public can submit feedback in different formats. The Talkback page will require constant monitoring and swift responses being made to the public. The ability to collect information on protected characteristic data will also be required. Work is ongoing with Corporate Communications to complete this task.</p>
<p>OD 16 - Produce a plan to meet new legal obligations established under the 2011 Police and Social Responsibility Act. This work should include:</p> <p>a) Defining communities served by the Force.</p> <p>b) Devising a means of regularly consulting such groups about short-term priorities (and issues).</p> <p>c) Devising a means of feeding back the results of operational activity aimed at addressing priorities and concerns. ESPS 1,2,3,4,5,6,7</p>	<p>01 - List all communities (Residents/Business community/Visiting community/ etc).</p>	DS																		Aug-12	<p>Defining Communities work was completed during the 2010 work on Citizen Focus. Ward profiles have also just been reviewed and are available. The Wards profiles are to be amalgamated to reduce the number.</p>
	<p>02 - Use the list from head of Strategic planning for meetings and forums where consultation is undertaken.</p>																			Aug-12	<p>Community Partnership Meetings with residential and business communities set Local Policing Priorities.</p>
	<p>03 Decide how feedback should be given (e.g website/letters/face to face etc)</p>																			Aug-12	<p>Feedback is provided utilising a variety of methods (including email and force website). A "You said: we did" SARA results model is used.</p>

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OD 17 - Review and edit the Community Engagement Strategy document to ensure that pledges about access (use of plain English, availability of translation material, access for visually and hearing impaired) have been implemented and ensure that it meets corporate standards on presentation, structure and content.  b) Once edited, to upload the Community Engagement Strategy document to the Force's external website. ESPS 1, 3, 7	01 - As per objective	DS																		Aug-12	The Community Engagement Strategy review is now complete and awaits update from Corporate Communications.
	02 - Context and plain English checks																				

Page 48

Quality of Service & EDHR Strategy: Our People, Our Culture

Objective	Action Required	Action Owner	Protected Characteristics								Equality Duties			Date RAG	Progress Update
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity		
<p>OC1 - Develop specific guidelines around support for progression (promotion or specialism) and attachments to supplement the new SOP (LOKAHI).</p>	<p>01 - Review the policy to ensure that it supports the progression of all staff with protected characteristics by undertaking a further EIA.</p>	<p>Phil Pepper</p>												<p>May-12</p>	<p>The current EIA is being reviewed in order to allow the Force to comply with the Equality Act. A quality assurance process, critical challenge and sign off mechanism need's to be agreed as well as training for all key staff undertaking EIAs. Staff in HR and EDHR were trained in March 2012. A revised EIA form has been introduced which meets necessary requirements. Guidance, which will be issued Force wide, is being finalised. The temporary promotion (TP) SOP has been reviewed and updated as it was identified that this was an area where more guidelines were required to ensure equality of opportunity. Managers are now required to meet objective criteria in any decisions regarding TP.</p>
<p>OC2 - Ensure transferees' skills are positively used. A skills audit to be undertaken at the stage when transferees join the force. Consideration needs to be given to how these skills can supplement or enhance the current skill-set of the organisation or of specific teams (LOKAHI).</p>	<p>01 To consider how to provide a mechanism to capture the voice and views of transferees, so that there skills and experience can be used to enhance the Force.</p>	<p>PP</p>												<p>Jul-12</p>	<p>The EDHR manager has undertaken an audit of the Self Service updates. As a result of this work a report will be run which details all skills, it is then anticipated that this information can be managed so as to assist the Force more proactively. As part of the CityFirst engagement process workshops were held to gather the views of the Force. Specific workshops for transferees were run as part of this wave of engagement. Similar engagement is planned as part of the continued implementation of CityFirst. This will allow the Force to continue to specifically capture the learning of officers from other Forces.</p>

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	02 - Undertake review of induction processes. (April 2012)													
OC3 - Ensure visible minorities have access to high-level support – not just from their minority group, but importantly from senior white male colleagues as well. The support and mentoring for visible minorities should combine same-minority mentors to allow for specific issues to be discussed and addressed using similar personal experiences, and senior white male officers (from the perceived 'Old Boys Club') who can offer the support needed from the 'ones with power' (LOKAHI, ESPS 9)	01 - An evaluation of the existing mentoring opportunities should be carried out to monitor their impact & effectiveness. The findings will be fed into the Talent Management Strategy, with specific reference to mentoring for visible minority staff and officers.	PP											Jun-12	A draft talent management strategy was presented to Hr Strategic Committee in March 2012, it has been re-named the People Plan and further work is currently being undertaken following feedback and this will be taken to the next HR Strategic meeting in June. Further work is being undertaken regarding mentoring and an independent evaluation has been commissioned to review the services available. Recommendations will then be provided as to the most suitable option.
	02 - Under full evaluation of current support schemes, e.g. Springboard etc													

Page 50



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<p>OC4 -. Restore confidence in the complaints procedure regarding human relationships and working practices. An internal working group could be formed to harness employees' ideas, experience and energy. We do not recommend the use of outside consultants (exclusively) or a top-down approach to fixing it. The perception that needs to be explored is that complaints are not dealt with effectively or result in those making a complaint being 'punished'. Explore mediation approaches where issues are resolved satisfactorily without being escalated to a formal grievance status (LOKAN).</p>	<p>01 - The force should consider publishing the number of fairness at work issues and the outcomes. The perception that complaints/ grievances are not dealt with effectively needs to be reality checked and this also needs to be communicated to staff.</p>	PP											Aug-12	<p>The Force published this data as part of the compliance requirement of the Public Sector Duties and will need to provide at minimum annual reports of this information. The Force is producing quarterly statistics and these have been published on the Intranet, Internet and submitted to PMG, they will also be taken to the next Performance and Resource Sub Committee as part of the HR monitoring report. The data was also taken to the Quality of Service and EDHR board on 3 may 2012. The number of grievances and the reasons they are submitted is also now discussed at the OLF, where lessons learned can be implemented. In addition to the a Gold Group has been introduced which will monitor and manage all employee relations cases to ensure that all actions are necessary and appropriate.</p>
	<p>02 - Review of mediation schemes to support staff in resolving issues in the workplace.</p>	PP												Aug-12

Our People, Our Culture

Objective	Action Required	Action Owner	Protected Characteristics							Equality Duties			Date RAG	Progress Update	
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations			Advancing equality of opportunity
<p>OC5 - Examine practices as well as policies about flexible working and childcare arrangements to ensure that the perception about limited progression opportunities for female officers with childcare responsibilities is addressed. Support the Women's Network to further harness the positive examples of officers who have evidenced outstanding work (LOKAH, ESPS 10).</p>	<p>01 - HR - To continue to monitor situation and ensure managers formally record informal arrangements. City First to review resilience within new structure - particularly around popular 4 day working patterns and staff availability on Mondays/Fridays.</p>	PP												When city First proposals are implemented.	City First will review staff availability when defining new Force structure and all flexible working patterns will be reviewed as part of the individual consultation process, this will also allow HR to capture details of those staff that have local arrangements so that these can be formalised and recorded which will improve data accuracy. To support this piece of work staff and managers will again be required to detail flexible working patterns as part of the annual PDR process. The flexible working policy has been reviewed and updated and has been submitted for consultation. An EIA has been completed for this policy. All staff that work flexibly have been identified in preparation for the next stage of CityFirst. The EIA for the current Sergeants promotion process took into consideration flexible working to ensure that staff that work flexibly were not disadvantage at any stage of the process. L&D have introduced on line training packages which support flexible learning, particularly helpful to staff working more flexibly.
<p>OC6 - Explain during induction the support systems available for new staff, including transferees. Introduce a 'plus-one' in addition to one's line manager (e.g. mentor, advocate or supporter) which is a recognized role, optional but strongly advised, as an alternative support (LOKAHI).</p>	<p>01 - Review of induction scheme to ensure that it is consistently used for all with NCALT activities.</p>	PP											Jul-12	The review of the Induction processes is part of the wider People Plan.	

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Page 53	OC7 - Ensure informal communication is complemented by a transparent, prompt, formal one. For example, ensure that the broadcast email system is used to disseminate messages from all relevant departments, including HR (LOKAHI) .	PP												Jun-12	A specific communication strategy has been introduced to support the CityFirst change programme; this includes rumour mill, Q&A, staff suggestions and regular briefings and updates. To support this and also to improve communication in the future 'team briefing' will begin in June 2012, this consists of an approved communication from ACPO being disseminated to the Force via line managers who will be required to undertake a dialogue with their teams by way of Q&A and obtaining feedback Road shows are taking place, which provides two-way communication for officers and staff to question ACPO about the forthcoming changes with CityFirst. HR has produced FAQ, which have been published on the Intranet, they have also provided training to all managers in how to manage the implementation of CityFirst and how to communicate with their staff. An Employee Guidance Document is being produced which will also answer a number of questions and concerns by staff and officers.
	OC8 - Emphasis should be placed on rewarding outstanding work. The reward system should recognise a broad area of professional contributions and not be limited to job-specific performance measures (e.g. number of arrests). It should take into account interpersonal skills and contributions to cultural changes, such as mentoring, conflict resolution, leadership and innovation (LOKAHI).  Adopt clear systems for success so	01 - Ensure that promotion and selection processes remain robust and test competence rather than technique.	PP												Jun-12

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that competent colleagues are recognised. This will tackle the perception that those who know how to 'play the system' but are not competent will progress in their careers.	02 - Ensure that the reward and recognition policy is applied fairly and consistently.													Jul-12	Work included as part of the People Plan
	03 -Run a dip sample to completed PDRs and use evidence to prepare CoLP requirements for the new PDR system (2013/14)														Aug-12
OC9 Introduce independence into the promotion panels/boards. This could be achieved by either involving a member of the Committee, by inviting representatives of the same rank from a similar size force with an appreciation of the challenges faced by the City of London Police officers, or by involving someone from the Met with cognate experience in issues of policing (Greater) London (LOKAHI).	01 - The Force to consider the use of some form of independent validation process, particularly in relation to promotion. After CityFirst HR will look to gain information from other Forces and organisations about their protocols	PP												May - 12	The recently appointed EDHR Manager provided moderation on the recent Sgt promotion boards. A number of checks & measures were introduced to ensure fairness in the process. The process was equality impact assessed & evaluated, with a report submitted to DoCs. One result is that the policy is being reviewed and the inclusion of independence in selection processes has been included. .

Page 24 of 24

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OC10 - In future decisions around recruitment, retention and potential redundancy, make clear the senior commitment to 'fairness and excellence'. Clarify what is expected of excellent officers and those likely to succeed (LOKAHI, ESPS 10)	TBC	PP												May - 12	Following on from the recent Sergeant's promotion process all recruitment, promotion and selection processes will require data analysis against the 9 protected categories & follow the recommendations of the EIA for that process. Quarterly figures will be taken to the Quality of Service and EDHR board starting with the meeting on 3 May. An EIA has also been completed for the CityFirst project
OC 11 - Ensure support is available to those with low confidence to enable them to better prepare for situations where they need to project the evidence of their work in front of promotion boards. The existing support networks and the expanding mentoring arrangements could play a key role in supporting these officers (LOKAHI, ESPS 8)	01 - An evaluation of the existing opportunities to be carried out to monitor the impact & effectiveness of the current arrangements. The findings will be fed into the Talent Management Strategy, with specific reference to positive action activities.	PP												Jun-12	The People Plan activities includes reference to how CoLP will support all staff through promotion processes and Boards. SMB have also agreed to a support package being taken forward, which will assist the development of officers and staff in under represented groups. It is hoped that this will be taken forward with the assistance of the Support Networks, Federation and Trade Unions.
OC12 - Make available training for line managers, all senior officers and those who want to be mentors in how to support their staff across the board. Raise awareness of the impact of the perceived 'Old Boys Network' in this training (LOKAH, ESPS 8,9)	01 - An evaluation of the existing mentoring opportunities should be carried out to monitor their impact & effectiveness. The findings will be fed into the Talent Management Strategy, with specific reference to mentoring for visible minority staff and officers.	PP												Aug-12	Work included as part of the People Plan

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OC13 - Encourage line managers to apply consistency in their personnel development and use an evidence-based approach to the support given to their teams in preparation for the promotion exams. Ensure that good managerial and mentoring practices are rewarded and encouraged (LOKAH, ESPS 9)	01 - A piece of work was undertaken to explore why pass rates in OSPRE have fallen with CoLP. This resulted in proposals to SMB in March 2012.	PP												Jul-12	March SMB agreed to support officers to undertake OSPRE by providing some financial assistance and 2 days study time. Further work is also being undertaken and reported back to July SMB.
OC14 - Ensure that, where adopted, positive action takes an informal route of access to mentoring and support. The formal and wide 'advertising' should be avoided as it is divisive and creates perceptions of unfair promotion (LOKAHI, ESPS 9)	01 - Work needs to be undertaken which will make positive action a continual process within the Force rather than a response to a process.	PP												Oct-12	The People Plan will also include how under represented groups can be developed and supported; this will cover Force wide initiatives as well as individual needs. The work agreed by SMB and detailed in action 10 will also consider this recommendation
OC15 - Make better use of its officers to promote a positive image of the excellent work undertaken by the force. For example, in future recruitment drives, use existing outstanding officers with the right background experience to encourage those in their communities to join the force. Investigate the possibility of personal support from the same minority group during the recruitment process (LOKAHI, ESPS 10)	01 - The MPS had a scheme whereby officers and staff volunteered to become positive action representatives. When a positive action initiative took place these volunteers could be called upon to attend and they were given time by line management to do so. The CoLP could consider adopting this approach by utilising the support networks and their members.	PP												Sep-12	. Work in developing the use of 'recruitment champions' will commence during the summer.

Objective	Action Required	Action Owner	Protected Characteristics							Equality Duties			Date RAG	Progress Update	
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations			Advancing equality of opportunity
OC16 - Ensure that people with strong skills, interests or expertise in a specific area are encouraged to mentor or pass on their knowledge. Furthermore, ensure that they are given a fair opportunity to work in roles which make the best use of their expertise (LOKAHI, ESPS 8)	01 - To look at all ways officers with specialist skills can use them and to introduce a mentoring scheme.	PP												Oct-12	Following on from the recent Sergeants promotion process a postings panel took place, which allocated the newly promoted officers a post, there was also an opportunity for existing Sergeants to move role. These decisions were based on skills, interest and expertise and overseen by ACPO and HR.
OC17 - Further support female officers coming back from maternity leave and ensure prompt clarity prior to their return to work over job responsibilities (LOKAHI).	01 - Ensure that any guidance given to managers supports the recommendation.  Regular survey of "maternity returners" to be undertaken.	PP												Jul-12	A post maternity check list exists which requires line managers to tick off actions that need to be completed, this has been updated to ensure that any change to role is checked with HR to ensure legislative compliance and then identified and discussed in ample time prior to the return date.

Page 57

Quality of Service & EDHR Strategy: Organisational Process

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Date RAG	Progress Update	
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation			
<p>OP1 – Manage and update the QS &amp; EDHR Action Plan and identify priorities (ESPS).</p> <p align="center" style="font-size: 2em; font-weight: bold;">Page 58</p>	01 - Ensure that the QS & EDHR Action Plan is maintained.	LC														Ongoing (quarterly review)	The QoS/EDHR Action Plan was circulated in April to the nominated champions. Due to City First changes, Superintendent postings are likely to occur in June. This means that the current champions are likely to change, with the exception of Mr. Phil Pepper (HR). Until the new champions are confirmed, it is considered that the nominated champions should take ownership at this stage but not implement any working groups, until moves have been confirmed and new champions identified. The new champions can then identify how they wish to drive forward their areas of responsibility across the organisation.
	02 - Establish priorities.															Aug-12	Once the new champions are confirmed, Head of SRP will meet with the nominated champions to discuss if there are any priorities in each of the areas that need specific focus.
	03 - Review priorities– ongoing (quarterly review).																Ongoing (quarterly)
<p>OP2 – Ensure that our policies, procedures and practices are fair, ethical, avoid institutional discrimination and are responsive to diverse needs (QS &amp; EDHR Strategy, Lokahil, ESPS 11).</p>	01 - Policies and SOPs are contained within one area of the intranet to enable staff access and this area is maintained.	LC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	All policies and SOP are maintained in one place on City Net. Staff access is direct from the front page. The Head of Strategic Planning is responsible for ensuring that policy and SOPs are placed on the site.
	02 - Policies and SOPs that are not protectively marked are available on the external site.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	All Policies (unrestricted) are already contained on the external website. The majority of SOPs contain tactical detail and are restricted. A strategic decision was made not to publish unrestricted SOPs.
	03 - Policy and SOP for Equality Impact Assessments (EIAs).		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	The policy and SOP for Equality Impact Assessment has now been signed off by ACPO and is available on the intranet for all staff to access
	04 - Policy and SOP for Community Impact Assessments (CIAs).		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	The policy and SOP for CIA has recently been reviewed and is available on the intranet for all staff to access.



**NOT PROTECTIVELY MARKED - MANAGEMENT**

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Date RAG	Progress Update		
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation				
Page 59	05 - Research and evaluate the need to scrutinise EIAs and CIAs reporting to Board.																Aug-12	It is considered good practice to quality assure EIA and CIA completion. The new independent Diversity Manager employed by the Force will be tasked to undertake regular quality assurance and feed back any issues to Organisational Learning Board. The manager will also be tasked to identify any gaps where CIA and EIAs should have been completed. A Citynet article will also be published to raise awareness of staff around CIA and EIA completion, linking to the relevant policies and SOPs.
	06 - Procurement/ resource activity reports are published and set out how equality and diversity issues were considered and acted on furthering objectives. (ESPS 13).	Patrick Theseira															Nov-12	The City of London Police are now required to work within the City of London Corporation Procurement Framework. LC will make enquiries to establish the position regarding this requirement. Update 29.05.12 The Force is now part of the City of London Corporation PP2P procurement process. For high value procurements, PT has sight of all documentation and is reassured that an impact assessment is completed. For low value procurement, PT is not sighted on documentation, however, the impact assessment is woven into procedures. There is no quality assurance that this is occurring though. PT is working with the CoL Corporation to improve working practices and will ensure that equality and diversity issues are considered during his work on process mapping.
OP3 – Publish force data that relates to the objectives of the Strategy and Action Plan. (QS & EDHR Strategy)	01 - Establish an EDHR data set for the QS & EDHR Board and PMG.	LC														Sep-12	Quarterly data is published on the CoLP external website, which the Force considers is relevant to community interest. This data will be scrutinised at QS & EDHR Board. Existing HR data is scrutinised at PMG. LC has asked PP to include the ethnicity and gender of staff leavers in the data set – to be able to monitor potential retention issues. Good practice is being sought from other Forces on the types of data that could be monitored, (over and above the general HR data) – that would provide additional value to this area of work. Further data requirements will be considered and discussed with HR.	
	02 - Internal and external publication of EDHR data.															Ongoing (quarterly review)	The Force currently publishes data in line with the Equality Duty on a quarterly basis, which is above the requirement to publish data once a year.	

**NOT PROTECTIVELY MARKED - MANAGEMENT**

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Date RAG	Progress Update	
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	03 - Identify any EDHR data gaps and provide cost/ benefit analysis to the Board.															Sep-12	The data provided both internally and externally will be reviewed in line with the QoS/EDHR plan and any gaps will be reported to the board.
	04 - Provide mechanism for community feedback/comment.															Dec-12	<a href="http://www.cityoflondon.police.uk/CityPolice/Departments/CorporateServices/Commitments/EqualityDiversity/esps.htm">http://www.cityoflondon.police.uk/CityPolice/Departments/CorporateServices/Commitments/EqualityDiversity/esps.htm</a> contains a link for the community to contact the Diversity Unit in order to provide feedback. There is also a generic 'contact us' area on the City of London Police website.
Page 60 OP4 – Identify QS and EDHR performance indicators. (ESPS 11)	01 - Recommend QS and EDHR performance indicators to Board and PMG.	LC														Sep-12	Same as for OP3 01 – considering performance data.
	02 - Publish internally and externally performance information.															Dec-12	Once data sets agreed, this information will be published both internally and externally.
	03 - Report to SMB every 6 months.															Ongoing	Next report due to go to SMB for June 2012.
	04 - Report to Police Committee every 6 months.															Ongoing	Next report due to go to Police Committee July 2012
OP5 – Business plans relating to clothing and equipment address equality and diversity considerations (ESPS 12)	01 - Establish current process of assessment around clothing, equipment and police estate and report to Board with findings/ recommendations.	LC														Sep-12	Previous process recommended by Chair of the Women's Network to clothing stores (clothing/equipment purchase) to ensure that an impact assessment was considered for all new purchases. LC to quality assure process. Estate was never considered. LC will research position and report back to the Board.
	02 - Questions on annual staff survey to identify issues with clothing, equipment and accessibility.															Dec-12	Force survey will be conducted in October 2012. Survey will include a question regarding clothing, equipment and accessibility. AR dealing.
OP6- Reports on CoLP procurement and resourcing activities are published and show how equality and diversity issues are considered and acted on (ESPS 13)	TBC	LC														Jan-13	The City of London Police now work together with the City of London Corporation who have a procurement framework. Therefore all procurement processes now accord to the City of London Corporation procurement strategy. LC to contact Patrick Theseira to consider the question.

**NOT PROTECTIVELY MARKED - MANAGEMENT**

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Date RAG	Progress Update		
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OP-7 Business plans relating to buildings, infrastructure and fleet address equality and diversity considerations (ESPS 14)	01 - User survey of police estate.	LC															Sep-12	The City of London Police are currently looking at an accommodation strategy for the Force and its requirements moving forward. LC to check with RAR re equality and diversity considerations.
OP8 – Enable the City community to have a greater say in how services are provided. (ESPS 11)	01 - Residential Community Engagement Meetings Stage 1 - Review current position and report recommendations	LC															Dec-12	Review underway. Community meetings to be mapped to avoid duplication with other CoLP organised meetings and CoL Corporation meetings. Under City First the Force is re-structuring and staff numbers within Wards Policing Team will be reviewed and likely reduced. The new Head of Operational Policing, will need to review and consider how to deliver residential / business community engagement meetings moving forward. It is unlikely that the new structure will be implemented during the Olympic period, so this piece of work is ongoing. Currently, the City area is split into four areas (north, east, south & west) and 26 Wards. A number of meetings are held within each area to engage with residents and businesses (sometimes together, sometimes separately – depending on variance of issues), identifying community concerns and issues which has a subsequent impact on resource tasking. The Force also conducts a regular street survey every quarter to find out what people in the street (residents/business/visitors) think about the City of London Police. 81.3% street pop over the 2011/12
	02 - Business Community Engagement Meetings Stage 1 - Review current position and report recommendations																Dec-12	Review underway and involving ECD, CTSAs and CoL Corporation. Business meetings to be mapped to avoid duplication with other CoLP organised meetings and CoL Corporation meetings. Same as 01 + there is also a new policing plan objective regarding engagement with SMEs – a group that are quite hard to reach because many of the staff change roles frequently. Additionally there is a new Policing Plan target to provide more qualitative messaging to the fraud community. Therefore those two areas will be monitored on a monthly basis at PMG

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Date RAG	Progress Update	
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Page 62	03 - Transient and visitor engagement.  Stage 1 - Review current position and report recommendations															Dec-12	Review underway. Methodology being formulated to give an accurate overview of transient community and visitor patterns. This will inform the most appropriate method to engage with hard-to-reach groups. <a href="#">Visitors and transient community are currently monitored through the street survey (mentioned in 01). The new Supt Community will need to consider this area of work and report back to LC</a>
	04 - Establish how the force identifies community issues or priorities associated to defined characteristics. (elderly concerned around ASB...)															Aug-12	Work ongoing to map current prioritising of ASB Response (Gold, Silver, Bronze) to define characteristics including Mental Health (refs: 'Hidden in Plain Sight', 'Getting Away With Murder', 'Another Assault') <a href="#">This is mainly linked to ASB reporting. Wards Policing and the Communications Centre are currently reviewing working practice as a result of 2 HMIC inspections. Part of the focus is on defining characteristics. The ASB Action Plan will pick up this action.</a>
	05 - Monitor satisfaction and dissatisfaction levels and ensure that the results of satisfaction surveys and similar activities are discussed and addressed at each quarterly Organisational Learning Forum meeting.															Complete	Currently the Quarterly surveys (crime victims, street population and ASB victims) are all reported to PMG. PMG is the strategic meeting to monitor performance. Any issues of 'service recovery' or emerging trends will be actioned from PMG to OLF. This was established at the PMG meeting dated 24.5.12 – minutes of meeting reflect decision.
	06- Analyse responses from strategic consultation events/surveys and produce related management reports (to assist the ACPO team, senior managers and Police Committee members to identify key priorities). This work should ensure that it is possible to identify priorities by community segment, any emerging trends and deficiencies in the response rate for different communities (specifically hard-to-reach groups) Break Responses down into specific priority community areas e.g. Business, Residential, Visiting Community															Sept 12 onwards	The new 'Supt Community' post-holder, once appointed, will consider the wider range of engagement activity and be responsible for this area of work. To be discussed with the new post-holder once appointed.

**NOT PROTECTIVELY MARKED - MANAGEMENT**

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Date RAG	Progress Update		
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation				
Page 63	OP9 – CoLP provides an accessible and inclusive procedure for making complaints which is fair and transparent and for which we are held accountable. (ESPS 22)	01- Board Agenda Item- Update from Organisational Learning Forum (initial report to include how diversity, equality and human rights monitoring is conducted)	LC														Dec-12	The City of London Police website <a href="http://www.cityoflondon.police.uk/CityPolice/Contact/MakeAComplaint/Make+a+complaint.htm">http://www.cityoflondon.police.uk/CityPolice/Contact/MakeAComplaint/Make+a+complaint.htm</a> contains comprehensive detail on how a member of the community can make a complaint against a member of staff. All front office staff are trained to deal with people attending the front office wishing to make a complaint. The City of London Police Control Room also has a procedure in place, if someone phones the switchboard, they will refer the person immediately to the Control Centre Inspector who will decide how the matter should be dealt with. PSD will monitor diversity data regarding complainants. This data should be discussed at QoS/EDHR Board as a standing agenda item. LC to contact PSD to set up process for regular reporting to Board.
	OP10 – Identify quality of service and EDHR activity beyond the scope of the Action Plan that is delivering positive outcomes. (ESPS 11)	01 - Create intranet database for staff to inform the force of quality of service and EDHR activity that has brought about a positive outcome(s).	LC															Sep-12
	02 - Establish process of organisational learning and knowledge sharing.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	OLF has been established to identify org learning and share knowledge. Any reports received by Diversity Unit identifying positive or negative lessons, will automatically be referred to OLF.

Quality of Service & EDHR Strategy: Local Accountability & Local Governance

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Date RAG	Progress Update		
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Partnership	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity			Eliminating discrimination, harassment and victimisation	
LA1 - To have a single strategy for Quality of Service and EDHR (Equality Act requirement to have equality objectives).	01 - To write a strategy for the delivery of high quality services that addresses equality, diversity and human rights (EDHR) issues.	C/Insp Ricketts														Complete		
	02 - Submission and approval of SMB.																Complete	
	03 - Submission and approval of Police Committee.																Complete	
	04 - Communication of Strategy to Staff.																Complete	
	05 - Communication of Strategy to Community.																Aug-12	Strategy has been published on Force External Internet site and through IAG. Update required re external Community Meetings.
LA2 - To develop a single action plan for Quality of Service and EDHR. The Action Plan will use S.M.A.R.T.E.R. principles with scrutiny from both Police Committee and IAG Leads (Equality Act requires EDHR objectives).	01 - Completed Action Plan combining outstanding EDHR Actions and Quality of Service Issues	C/Insp Ricketts														Complete		
	02 - Consultation of draft Action Plan with Champions, Police Committee Lead and IAG Lead.																Complete	
	03 - Agreement of Chair of the Board.																Complete	
	04 - Publication of Action Plan to staff with opportunity for feedback.																Aug-12	
	05 - Provide exceptional reporting to SMB on actions that show a red RAG status.																Aug-12	
	06 - External publication of document for increased transparency and accountability.																Sep-12	

Page 64

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties			Date RAG	Progress Update		
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Partnership	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Victimisation			Eliminating discrimination, harassment and victimisation	
LA3 - Establish a new strategic Board for Quality of Service & EDHR and supporting tactical groups (required to oversee the strategy and action plan).	01 - Establish membership of Board	Assistant Commissioner															Complete		
	02 - Agree Terms of reference of Board and link to other strategic meetings.																	Complete	
	03 - Hold inaugural board																	Complete	
	04 - Inform staff of membership and terms reference.																	Aug-12	
	05 - Establish specific tactical/ problem solving groups to support Board when priority areas are identified.																	Aug-12 *	
LA4 - Allow the Public and City community in particular to have access to policies and SOPs in line with data protection and protective marking arrangements (QS & EDHR Strategy).	01 - Review current position and report to Board findings and recommendations.	DL															Aug-12	Review of Policies and SOPs to be undertaken to ensure correct marking. Policies & SOPs to be published on external Force Internet. Ongoing	
LA5 - Allow the Public and the City community in particular to have access to Force performance information (QS & EDHR Strategy).	01 - Review current position and report to Board findings and recommendations.	C/Insp Ricketts															Aug-12	Review of current information produced by PIU to be carried out to ascertain any protective marking issues. CoLP external internet site to be regularly updated with information.	
LA6 - Support the IAG and promote awareness within the Force (QS & EDHR Strategy).	TBC	Insp May															Aug-12 *		

Objective	Action Required	Action Owner	Protected Characteristics								Equality Duties			Date RAG	Progress Update
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity		
LA7 - Develop a standardised set of questions to support Force-wide strategic consultation (that which is used to inform annual Policing Plan priorities, our Control Strategy priorities and related documents).	01 - Break Responses down into specific priority community areas e.g. Business, Residential, Visiting Community.  (Business could be broken down into sub groups)	DL												Aug-12 onwards	Performance Information Unit are the central Force resource for public surveys and hold the standardised wording, as approved by the Commissioner, for questioning around Policing Priorities at a Strategic Level. 'SPA Future Thinking' (formerly Mayvern Research) are contracted to conduct street surveys each quarter where question 11 is "CoLP priorities include counter terrorism and tackling violence and serious crime. What other issues do you think CoLP should prioritise?" The analysis report from this survey reports to a strategic level at the Performance Management Group, chaired by ACPO with Senior Management and Police Committee representation in attendance.
LA8 - Devise a means by which Lead Force stakeholders can influence the selection of annual fraud priorities (those which appear within our Policing Plan).	01 - Identify all key Stakeholders, assess current engagement meeting cycles, including the Regional Hubs, in order that the fraud priorities reflect local, regional and national issues.	DL												Aug-12	
LA9 - To prepare, for each six weekly Police Committee meeting, a section of the regular community engagement report detailing the results of strategic consultation activity.	01 - attending strategic consultation meetings.	DL												Aug-12	
LA10 - Coordinate a meeting, in the first quarter of each year, between the Force and Police Committee to discuss and agree priorities for inclusion in the forthcoming year's Policing Plan.	01 - Prepare key themes from each priority community area, with supporting evidence, any activity, results and impact (pre and post action) link to known threats and risk and current demand.	DL												Aug-12	

Page 66



Objective	Action Required	Action Owner	Protected Characteristics							Equality Duties			Date RAG	Progress Update	
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Partnership	Pregnancy & Maternity	Marriage & Civil Partnership			Fostering good relations
<p>LA11 - Devise a means of encouraging hard-to-reach groups to participate in strategic consultation (when analysis of survey results and attendance at events indicates that response rates from our various communities are not representative). This should include a plan to use the Force's IAG to support such activity.</p>	<p>01 - Establish which areas are represented (which estates/wards/groups) whether they are m/f and which ethnic group, in order that underrepresented groups may be identified (alongside IAG)</p>	DL												Aug-12	<p>Requires communities to be defined before we can start engagement</p> <p>This action requires work above in Strategic Engagement to have been completed before moving into this field. Work in the meantime can only explore options for engagement. Until we know (have defined) our hard-to-reach groups we cannot begin to confirm if our current tactics are correct. In the meantime work continues engagement with what we currently perceive to be our h-t-r groups (Prevent ; MCC ; BWG ; Argus ; SME, IAG, etc). Difficult to say exactly what timescale we are working to, but anticipate <b>long</b> delay</p>
<p>LA12 - Produce and implement a means of identifying short-term stakeholder priorities and issues – to direct and inform the work of the NFIB and the deployment of Lead Force resources.</p>	<p>01 - Linked to Strategic engagement</p>	DL												Aug-12	<p>Linked to No.LA8</p> <p>A Lead Force Stakeholder Group is to be created, chaired by the Stakeholders, that sits each Financial Quarter. That forum will provide an feedback and views on ECD priorities. A Stakeholder Consultation event was held in March 2012, and feedback incorporated into the ECD Strategic &amp; Business Plan.</p> <p>In addition, the NFIB have initiated Regional Intelligence Meetings with stakeholders looking specifically at their work arena within ECD.</p> <p>Anticipate <b>slight</b> delay.</p>

Objective	Action Required	Action Owner	Protected Characteristics							Equality Duties			Date RAG	Progress Update	
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<p>LA13 - Reorganise the Force's FTCCG meeting agenda to ensure that short-term tactical priorities and issues, raised by communities during tactical engagement forums, are considered in the deployment of resources.</p> <p>To reorganise the NFIB's tasking meeting agenda to ensure that short-term tactical priorities and issues, raised UK stakeholders, are considered in the deployment of resources.</p>	01 - Highlight and include specific concerns from community forums, any subsequent tasking, results and feedback.	DL												Aug-12	<p>FTCCG: Localised community issues &amp; priorities (taskings and results) are discussed at Level 1 Tasking meetings. For larger tasking requirements, bids are submitted at FTCCG for resources.</p> <p>NFIB: Regular meetings ensure that priorities are considered in the deployment of resources. The only change here will be where those priorities come from, which will be once the Stakeholder group is in place, and when strategic community intelligence comes in - both covered by other actions within this document.</p> <p>Therefore, this action shown complete as the framework (agenda for each meeting) is in place.</p>
<p>LA14 - Review and update the Force's contacts directory to ensure that non-police ASB matters, reported to the Force, can be forwarded to the most appropriate agency.</p>	01 - Record contact details, context, risk and result of referral	DL												Aug-12	<p>The Command &amp; Control Room use the CAD system to record any new issues of ASB not already on-going. Due to the unique nature of the Force, being entirely under the one local authority, all issues for partnership referral are communicated to the City of London Corporation. The Control Room holds a list of relevant Corporation sections for particular ASB issues, but also can use the Out-Of-Hours Command Centre for passing details in quick-time. The CAD records the information that was passed, contact details, why the ASB issue was referred, who was contacted, and when. Regular ASB partnership meetings take place between the Force, Corporation, and others where any changes to contact options or procedures can be discussed.</p>

Objective	Action Required	Action Owner	Protected Characteristics							Equality Duties			Date RAG	Progress Update	
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LA15 - Agree a social media framework to ensure that relevant IT platforms and applications are exploited as an effective and low cost means of engaging with communities in the Square Mile (and UK for fraud victims).	TBC	DL												Aug-12 *	The Force uses iModus vocal email facility for widespread instant community messaging to both residents and businesses. Voice, mobile phone, SMS text, Pager, Email, or Vocal's unique PrefMail service are exploited to the full. Sign-up to the service is voluntary but due to the Force effectively marketing the project it already boasts 751 residents and 4860 people from businesses. The public Force website has been overhauled and now provides regular news stories and community updates. The Force has established Facebook and Twitter accounts, both updated regularly with news stories and encouraging engagement. Economic Crime use email as a means of providing regular investigation updates en-mass where they are dealing with cases involving many victims, and launched Action Fraud for on-line reporting and fraud prevention advice. Social Media activity is regulated by Corporate Communications and review is an ongoing process.
LA16 - Produce and update, at regular intervals, Community Tension Indicators for the Square Mile.	TBC	DL												Aug-12	FIB now produce weekly Tension Indicators. These are submitted to the National Community Tension Team, who produce weekly reports for dissemination within our organisation accordingly.
LA17 - Produce a plan, in consultation with the Special Constabulary Commandant, to increase the number of Special Officers during 2012 - 2015.	TBC	DL												Aug-12	The AC set a target to increase our Special Constabulary numbers considerably in 2011 for the 100th Anniversary of Specials. The target was 100 officers. Following this campaign in 2011 we have fallen just below 100 again. A recruitment campaign has been prepared and will launch on the 11th of June 2012 to recover numbers and maintain that increase. Further recruitment campaigns will be considered in future should numbers decline.

Objective	Action Required	Action Owner	Protected Characteristics							Equality Duties			Date RAG	Progress Update	
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LA18 - Produce a plan, in consultation with Head of the Economic Crime Directorate, to introduce a new Project Exchange scheme (recruiting Special Constables with experience and skills in financial markets.	01 - Corporate responsibility programme	DL												Complete	ECD Project Exchange has been prepared and goes live on the evening of 27th June 2012. ECD will be hosting a launch event for City businesses. This is designed to encourage them to support the Force as part of their corporate social responsibility programmes. This new project will target serving Special Constables, but also has been broadened to include suitably vetted volunteers. This action shown complete as the 'plan' is now in place.
LA19 - Roll-out the Force's Police Cadets Scheme	01 - Open day, recruitment, ongoing training, awareness and training	DL												Complete	As featured in inForce (March edition) the Volunteer Police Cadets scheme was launched in the CoLP in February 2012 with an event at the HAC. Wards Policing are working with the MPS to run the scheme and develop it further.
LA20 - To devise a framework to implement the Force's recently agreed policy on Restorative Justice	01 - Policy and SOP review, awareness and initial training, media campaign	DL												Aug-12	Scoping paper submitted to SMT in March did not go to SMB for May as further research is required. Next SMB meeting is in September.  None of the other work around this Action (implementation phase) will happen until approval at SMB to move forward. Therefore, anticipate long delay to implementation. This Action concerns reporting to SMB at this stage. Therefore, anticipate <b>slight-medium</b> delay.

# Agenda Item 7

<b>Committee(s):</b> Police Committee	<b>Date(s):</b> 11 July 2012
<b>Subject:</b> Review of the Governance Arrangements implemented in 2011	<b>Public</b>
<b>Report of:</b> Town Clerk (on behalf of the Post Implementation Governance Review Working Party)	<b>For Decision</b>
<b><u>Summary</u></b>	
<p>The Court has agreed that a Working Party should be established to undertake a post-implementation review of the revised governance arrangements agreed in March 2011 after twelve months of their operation, to take stock of the new governance arrangements and how they are working.</p> <p>The purpose of this report, prepared on behalf of the Working Party, is to seek comments, if any, from each Committee on the governance arrangements introduced last year and the impact that they may have had on the operation of your Committee.</p> <p><b>Recommendation:</b> It is recommended that this Committee considers whether it wishes to make any representations to the Working Party on the revised governance arrangements in so far as it affects this Committee.</p>	

## **Main Report**

### **Background**

1. The Court has agreed that a Working Party should be established to undertake a post-implementation review of the revised governance arrangements agreed in March 2011 after twelve months of their operation, to take stock of the new governance arrangements and how they are working.
2. For the purposes of clarification, this review is not, therefore, in relation to any new governance initiatives but is restricted to considering the operation and effectiveness of the revised arrangements implemented last year. A summary of the revised governance arrangements is contained Appendix A.

### **Views on the Governance Arrangements**

3. The Working Party has agreed that the most effective and inclusive way of identifying whether there are any issues arising out of the operation of the revised arrangements is to seek the views of the various City Corporation Committees and all Members of the Court individually. This will enable

comments to be expressed in the context of the operation of the various Committees (including observations from non-City Corporation Members) and will also allow all Members to have their say individually and raise any points; all of which will help to inform the work of the Working Party.

4. The purpose of this report is to seek a view on whether any representations should be made to the Working Party on the revised governance arrangements in so far as they affect this Committee. All of the views expressed will be collated and submitted to a further meeting of the Working Party in September.

**Background Papers:**

Summary of the revised governance arrangements agreed by the Court of Common Council in March 2011.

**Appendix A: Summary of the revised governance arrangements**

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**Summary of the Governance Changes Implemented in April 2011**

Set out below are the changes agreed by the Court on 3 March 2011 which have been in operation since 1<sup>st</sup> April 2011.

**A. The Court of Common Council**

A1. Not less nine Court meetings are now held each year (reduced from eleven) and a short spring recess now takes place on an annual basis.

A2. At least two informal or private Member meetings (at which no decisions could be taken) are arranged each year. This is on the basis that they do not proceed if there is insufficient business;

A3. Any Member, provided that he or she has the support of twenty other Members, can requisition a report and/or a decision of any of the City Corporation's Committees for consideration and final decision by the Court of Common Council, provided that such action does not preclude a decision being taken and/or implemented that was necessary for legal reasons or for the efficient conduct of the City Corporation's business;

A4. Standing Order No.11 governing the conduct of debate in the Court of Common Council has been amended as follows:

- in addition to the current arrangements governing debate, a further provision be made enabling all Members to speak on a second occasion for no longer than two minutes; and
- should the mover of an amendment to a motion choose to speak for a second time (on the amendment), he or she shall be the penultimate speaker on the amendment (the mover of the original motion being the final speaker on the amendment).

A5. Standing Orders governing the number of supplementary questions that may be asked has been amended so as to increase from two to three the number of other Members (ie not the Member asking the question) allowed to ask two supplementary questions provided that the supplementary questions arise naturally out of the original question and the answer to it;

A6. Standing Orders have been amended so as to increase the time limit for putting and answering questions, including supplementary questions, from 30 minutes to 40 minutes;

A7. To avoid the period allocated for asking and responding to questions being taken up with issues concerned with awards, prizes and memorials, a regular item is now placed on the summons for meetings of the Court to enable such matters to be reported upon in writing.

## **B. Ward Committees**

B1. The Planning & Transportation, Port Health & Environmental Services, Markets, Finance and Community & Children's Services Committees remain as Ward Committees.

B2. All Wards are now able to choose whether or not to nominate a Member (or Members) to serve on Ward Committees rather than being obliged to nominate a Member (or Members) or 'pair' with another Ward;

B3. Where there are vacant or unfilled places on a Ward Committee by virtue of a Ward not making a nomination(s), the vacant or unfilled place can be advertised to all Members and filled by the Court;

B4. Any Ward having six or more Members can nominate up to two Members to a Ward Committee irrespective of whether a Ward has sides;

B5. In addition to the Chairman of the Policy & Resources Committee, the Deputy Chairman of the Policy & Resources Committee is now an ex-officio Member of the Finance Committee. This complements the current arrangement whereby the Chairman and Deputy Chairman of the Finance Committee are ex-officio Members of the Policy & Resources Committee;

B6. The remit of the Finance Committee has been widened to include performance monitoring and its terms of reference adjusted to reflect this. The performance monitoring was to be undertaken by the Estimates Working Party (EWP) or such body determined by the Finance Committee. (NB: Finance Committee subsequently agreed to dispense with EWP and created an Efficiency and Performance Sub-Committee to deal with this area of activity).

B6a. In addition to the above, the constitution of the Finance Committee was amended by the Court on 8 September 2011 to include the Chairman and Deputy Chairman of the Investment Committee, creating a reciprocal arrangement between the Policy and Resources, Finance and Investment Committees (see F2 and J4 below).

B7. All Wards that have 200 or more residents (based on the ward list) are able to nominate a maximum of two Members to the Community & Children's Services Committee; under this arrangement, the current provision for four Members to be elected by the Court, at least two of whom shall represent the main four residential wards, was discontinued; and

B8. The Community & Children's Services Committee was asked to consider giving oversight of its housing management activities (excluding the Barbican Estate) to a sub-committee (with power to act) to enable greater focus in that area. (NB: The Community & Children's Services Committee subsequently created the Housing Management Sub-Committee to oversee the City Corporation's housing activities).

## **C. Culture, Heritage and Libraries Committee**

C1. A new Culture, Heritage and Libraries Committee was established with responsibility for matters relating to culture, heritage, tourism and visitors



including overseeing the development of policies and strategies in those areas. It also took on:

- the responsibilities of the Libraries, Archives & Guildhall Art Gallery Committee which ceased to exist;
- the various tourism, heritage and Benefices activities and responsibilities currently undertaken by the City Lands & Bridge House Estates Committee which also ceased to exist;
- oversight of the City Corporation's Visitor Strategy, the City of London Festival and the management of the City Information Centre from the Policy and Resources Committee; and
- the management of Keats House from the Keats House Management Committee. A Consultative Committee should continue to operate although the detailed arrangements would be a matter for the Culture, Heritage and Libraries Committee to determine.

#### **D. City Lands and Bridge House Estates Committee**

D1. The City Lands and Bridge House Estates (CLBHE) Committee ceased to exist and its work merged with the work of other Committees, such as the new Culture, Heritage and Libraries Committee and the new Investment Committee. Other elements of CLBHE Committee's work was transferred to the Policy & Resources Committee and is managed by dedicated Sub-Committees. For example, the management of operational property is now undertaken by the Corporate Asset Sub-Committee and hospitality and Members' privileges activities are undertaken by the Hospitality Working Party and the Members' Privileges Sub-Committee both of which are chaired by the Chief Commoner.

D2. Where previously the CLBHE Committee would have hosted an event of City Corporation hospitality, the Chief Commoner now oversees the detail for that event in line with parameters set by the Hospitality Working Party. The number of Members to comprise the host element is also determined by the Hospitality Working Party on the basis of a rota maintained by the Town Clerk, together with other Members with a special connection with or interest in the guest organisation.

#### **E. The office of Chief Commoner**

E1. Candidates for the office of Chief Commoner are nominated by not less than 10 other Members and he or she is elected by the whole Court of Common Council from amongst the Common Councilmen (the expectation is that Aldermen will not vote in the election for Chief Commoner);

E2. For 2011, the election of Chief Commoner was held in April and thereafter, the election is held in September of each year, prior to the successful candidate taking office in April, to enable a period of 'lead-in';

E3. The 'job description' for the office of Chief Commoner was approved;

E4. The Chief Commoner remains an ex-officio Member of the Policy and Resources Committee and is also Chairman of any sub-committees

responsible for City of London Corporation hospitality and Members' privileges;

E5. Provision has been made in Standing Orders to enable the Chief Commoner to report on and speak to activities and responsibilities of the sub-committees referred to in E4 above in the Court of Common Council; and

E6. The Chief Commoner is not able to be Chairman of any City of London Corporation committee with the exception of the sub-committees referred to above. However, as with other chairmanships, the Chief Commoner is able to continue an existing chairmanship until the next meeting of the relevant committee when a new chairman shall be elected.

## **F. Investment Committee**

F1. This new non-ward committee was established. The Investment Committee has responsibility for managing and overseeing the City Corporation's property and non-property investments in accordance with approved strategies and policies;

F2. The Investment Committee comprises 14 Members elected by the Court of Common Council, 8 Members appointed by the Policy and Resources Committee from amongst all Members of the Court, together with the Chairmen and Deputy Chairmen of the Policy and Resources and the Finance Committees in an ex-officio capacity but with voting rights;

F3. The Investment Committee appoints and maintains two Boards, one for each investment area (property and non-property) for the purposes of detailed scrutiny and decision taking, with the Chairman of the Investment Committee is also able to be Chairman of one of the Boards;

F4. The Boards are empowered to co-opt people with relevant expertise or experience, including non-Members of the Court, to assist in their deliberations; and

F5. Provision has been made in Standing Orders to enable the Chairmen of both Boards to report on and speak to their respective activities and responsibilities in the Court of Common Council and to ensure that any decisions, especially those relating to property, are taken without undue delay.

## **G. Audit and Risk Management Committee**

G1. A new non-ward committee, Audit and Risk Management was with responsibility for the City Corporation's activities and responsibilities in these areas (with the Finance Committee relinquishing its current responsibilities for audit and risk); and

G2. The Audit and Risk Management Committee shall comprise 9 Members elected by the Court of Common Council (the Chairman of the Policy and Resources, Finance and Investment Committees not being eligible for election to the Committee), 3 external Members (ie non-Members of the Court of Common Council), the Chairman and Deputy Chairman of the Finance Committee (ex-officio with no voting rights) and a representative of the Policy and Resources Committee also in an ex-officio capacity with no voting rights.

G3. The Deputy Chairman of Audit and Risk is not able to be Chairman of another committee.

## **I. Open Spaces Committees**

I1. The management of the City Corporation's open spaces is now maintained by three Non-Ward Committees, as follows:-

(i) Open Spaces, City Gardens and West Ham Park Committee comprising 8 Members elected by the Court of Common Council together with the Chairmen and Deputy Chairmen of the Hampstead Heath, Highgate Wood and Queen's Park and the Epping Forest and Commons Committees (see below) in an ex-officio capacity. The Committee is responsible for setting overall strategy for the operation of the City Corporation's open spaces and for the management of City Gardens. It is also responsible for the management of West Ham Park. This area of work is undertaken separately from the Committee's other business and the Committee's composition includes 4 representatives nominated by the Heirs-at-Law of the late John Gurney, 1 representative nominated by the Parish of West Ham and 2 representatives nominated by the London Borough of Newham;

(ii) Hampstead Heath, Highgate Wood and Queen's Park Committee comprising at least 12 Members elected by the Court of Common Council together with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee (see above) in an ex-officio capacity. The Committee is responsible for the management of Highgate Wood and Queen's Park. It is also responsible for the management of Hampstead Heath with this area of work being undertaken separately from the Committee's other business. The composition of the Committee includes at least 6 external representatives which must include 1 representative of the London Borough of Barnet, 1 representative of the London Borough of Camden, 1 representative of the owners of Kenwood lands and 3 persons representing local, ecological, environmental or sporting interests; and

(iii) Epping Forest and Commons Committee comprising 12 Members of the Court of Common Council including 10 Members elected by the Court of Common Council together with the Chairman and Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee (see above) in an ex-officio capacity, to be responsible for the management of Burnham Beeches and the City Commons. The Committee also manages Epping Forest and this area of work is undertaken separately from the Committee's other business. The composition of the Committee includes 4 Verderers elected or appointed pursuant to the Epping Forest Act 1878. If the Chairman and/or Deputy Chairman of the Open Spaces, City Gardens and West Ham Park Committee are already Members of the Epping Forest and Commons Committee in their own right, the vacancy(s) are filled by the Court of Common Council.

## **J. Policy and Resources and Police Committees and the Boards of the Governors of the City Schools**

### Policy and Resources Committee

J1. Of the five vacancies that becomes available on the Policy Committee each year, one place is now reserved for a Member with less than 10 years' service on the Court, resulting in at least four places on the Committee for Members with less than 10 years' service at the time of their appointment;

J2. In view of the synergies between the work of the Energy Working Party (previously of the City Lands and Bridge House Estates Committee) and the Sustainability Working Party (of the Policy and Resources Committee), the work has been merged and transferred to the Policy Committee and is operated through a dedicated Sub-Committee (the Energy and Sustainability Sub-Committee) whose membership can be drawn from the whole Court;

J3. The Policy and Resources Committee is responsible for providing additional scrutiny, oversight and challenge for the management of major projects and programmes of work, including, amongst other things, considering all proposals for capital and supplementary revenue projects (including those which may be funded from external sources), and determining, at detailed options appraisal stage, whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure. This work is undertaken by a dedicated sub-committee, the Projects Sub-Committee, which comprises 3 Members appointed by the Policy and Resources Committee, 2 Members appointed by the Finance Committee. The Projects Sub-Committee is also able to co-opt 2 further Members from the Court of Common Council with relevant experience.

J4. The Policy & Resources Committee was asked to review its various ex-officio appointments. A review was subsequently undertaken and the outcome reported to the Court on 8 September 2011. Whilst it was felt that the current ex-officio places were still relevant, the Court acknowledged that culture was an area which over the years had become more prominent and which also had substantial resource implications. It was therefore agreed that the Chairman of the new Culture, Heritage and Libraries Committee should become an ex-officio Member of the Policy Committee. Similarly, the development and management of the City Corporation's investment portfolio (property and non-property) was considered to be of great significance and the Court also agreed that the Chairman and Deputy Chairman of the Investment Committee should also serve as ex-officio members, creating a reciprocal arrangement between the Policy and Resources, Finance and Investment Committees.

### Police Committee

J5. For the purposes of continuity the length of service of the Chairman of the Police Committee was extended to a term not exceeding four years;

J6. The current restriction whereby no Member of the Court of Common Council is eligible to serve on the Police Committee until such time as they have served a minimum of two years on the Court, should be removed (NB:

The constitution of the Police Committee has been reviewed since the governance review).

#### Boards of Governors of the City of London School, the City of London School for Girls and the City of London Freeman's School

J7. The three City School Boards were recommended to consider establishing a Working Party comprising key Members from each Board such as the Chairmen and Deputy Chairmen, to discuss important issues that may be of common interest, for example pay awards.

J8. The restriction whereby no Member can serve on more than one Board of Governors was removed.

### **K. Service on City Corporation Committees and Outside Bodies**

#### Reserving places on Non-Ward Committees for 'newer' Members

K1. With the exception the Policy and Resources Committee which has separate arrangements, 10% of places (where 10% results in a fraction it should be rounded down, subject to at least one place being reserved on every non-Ward Committee for a Member falling in to this category) on all elected committees are reserved for Members with less than 5 years' service at the time of their appointment.

#### Limiting the number of Grand Committees on which a Common Councilman can serve at any one time

K2. The number of grand committees on which a Common Councilman can serve at any one time (excluding appointments or nominations to committees in an ex-officio capacity) is limited to no more than eight.

#### Limiting the number of Outside Bodies that a Member can serve on

K3. The number of outside bodies that a Member can serve on at any one time (excluding appointments that are by virtue of Office or in an ex-officio capacity) is limited to no more than six. If a vacancy cannot be filled from the Common Council, then such vacancy can be filled by non-Members, including officers on the basis that there are no issues of major concern to the work of the City Corporation likely to arise;

K4. Appointments to outside bodies are made by the Court of Common Council at meetings other than the meeting at which the appointment of Committees is undertaken.

### **L. Other Committee Issues**

#### Publishing data of attendance by Members at Committee Meetings

L1. Data relating to the attendance of Members at committee, sub-committee and Court meetings was to be more accessible and placed on-line on the City Corporation's website provided that the figures are put in context (ie attendances should be shown together with the actual number of opportunities to attend).

### Submission of supporting statements

L2. Members seeking election as Chairmen and Deputy Chairmen of committees are now able voluntarily to submit a statement of no more than 300 words in support of their candidature in advance of the meeting at which the election is to be held.

### Frequency of Committee meetings

L3. The frequency of Committee meetings be reviewed and determined by individual Committees, as was presently the case.

### Sub-Committees, Working Parties and 'Workshop' style meetings

L4. The constitutional position of sub-committees and working parties and informal 'workshop' style meetings or Member and officer working groups was noted and the Court requested that all Committees review their current arrangements to ensure that they conform to the principles outlined; and

L5. The concept of informal 'workshop' style meetings in appropriate circumstances was accepted in order to improve communication and increase interaction, particularly between Members and officers, at an early stage in major complex, costly or contentious proposals.

### Committee Papers and Minutes

L6. Committee reports, minutes and papers are to be concise and to the point and that no late papers should be dispatched without the relevant Committee Chairman's consent having first been obtained;

L7. Agendas, reports and other papers shall continue to be dispatched in hard-copy, but greater use of electronically circulated papers be made; and

L8. A standard of seven working days after the Court of Common Council or Committee meetings should be set within which officers will seek to circulate the draft minutes to all Members (or Members of the relevant Committee).

### Outgoing Chairmen

L9. In addition to the above it was subsequently agreed that in order to assist with arrangements for the election of a deputy chairman, outgoing Chairmen should be required to give notice of their intention to stand down.

## **M. Terms of Reference, Delegations and Standing Orders**

M1. A scheme for the Appointment of Members on Committees and Terms of Reference for the City of London Corporation Committees was approved;

M2. The Framework for Accountability and Delegation approved by the Court in January 2005 was endorsed and individual Committees asked to review delegations to officers to ensure that they are appropriate and relevant.

M3. Revised Standing Orders were agreed and the Town Clerk authorised, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, to make any necessary consequential changes to

Standing Orders to take account of the decisions relating to the new governance arrangements.

#### **N. Post Implementation Review**

N1. Subject to the Court approving these new arrangements, a post-implementation review be undertaken after 12 months of their operation, with the membership of the working party being agreed by the Court, in order to take stock of the new governance arrangements and how they are working. This would include the operation of the Policy and Resources Committee. The Court subsequently approved the membership of the Post-implementation Review of the Governance Working Party on 8 September 2011.

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<b>Committee:</b>	<b>Date:</b>
Police	11 July 2012
<b>Subject:</b> Protection of Freedoms Act	<b>Public</b>
<b>Report of:</b> Remembrancer	<b>For Information</b>
<p><b><u>Summary</u></b></p> <p>This report summarises the provisions of the Protection of Freedoms Act which are of potential interest to the work of the Committee. These include measures in areas such as surveillance and inspection, entry to property and the vetting of employees, which share the aim of limiting the reach of legal provisions affecting the freedom of the individual.</p> <p>The Act has various legal and operational consequences for the City Police and for the City Corporation more widely.</p> <p><b>Recommendation</b></p> <p>The Committee is invited to note the contents of this report.</p>	

## **Main Report**

### **Background**

1. The topic of “civil liberties” was one of the more natural areas of accord between the Conservative Party and the Liberal Democrats at the time of the last General Election and its immediate aftermath. The Coalition Agreement promised “a full programme of measures to reverse the substantial erosion of civil liberties and roll back state intrusion.” The Protection of Freedoms Bill was portrayed as the primary vehicle for that pledge, although some important issues, such as identity cards and libel laws, have been addressed separately. Most of the significant provisions of the Act take effect in this month or in the coming months.
2. The Act is reported to the Police Committee as the Committee having the most direct interest. Some provisions which have relevance to the work of

the City Corporation more broadly have, however, also been referred to and these provisions will be drawn to the attention of the departments concerned.

### **Counter-Terrorism**

3. The Act reduces the maximum period for which a terrorist suspect may be detained without charge, from 28 to 14 days.
4. The Act replaces, in more restrictive form, existing provisions which enable the authorisation of “stop-and-search” by the police without reasonable suspicion in designated areas. Such authorisation will no longer be given simply because it is considered expedient for the prevention of terrorism, but only if a senior police officer reasonably suspects that an act of terrorism will take place, and considers that the authorisation is necessary to prevent it. Authorisations will only last for 14 days at a time, rather than the previous 28.
5. Security considerations have meant that the City has frequently been designated in recent years as an area where stop-and-search may take place without reasonable suspicion, as part of the counter-terrorism strategy. The changes may therefore have operational consequences for the City Police.

### **Biometric Data**

6. The Act introduces a new regime governing the retention and use of DNA samples and fingerprints taken from persons arrested by the police, in the light of the decision of the European Court of Human Rights that indefinite retention was unlawful. Such data will usually now be retained only for three years where the arrested person is acquitted or released without charge. However, where the person has been convicted of other serious offences, the data may still be retained indefinitely. The National DNA Database will also be put on a statutory footing, and a “Commissioner for the Retention and Use of Biometric Data” appointed to oversee the operation of the new legislation.
7. This part of the Act will have operational consequences for the City Police, which is responsible for the retention and use of biometric data in the course of its investigations.
8. The Act also prohibits schools and colleges from taking biometric data, such as fingerprints, from a pupil without the express consent of the pupil and his or her parents. Where biometric data is used by a school or college to control

access to facilities, reasonable alternatives must be provided for those pupils in respect of whom consent is not obtained. These provisions will apply to the schools and colleges with which the Corporation is associated.

### **Surveillance**

9. The Act requires the Government to introduce a code of practice on the use of surveillance cameras and similar systems. A Surveillance Camera Commissioner will be appointed to oversee the code. The code will not be legally binding, but public authorities will be required to have regard to it, and courts will be able to take it into account in legal proceedings.
10. The code of practice will apply to the City Corporation in its capacity as a local authority and as a police authority, and to the Commissioner of the City Police directly. Given the extensive use of surveillance cameras for security purposes within the City, the Corporation and the Commissioner will have a particular interest in the content and operation of the code.
11. The Act also restricts the use of surveillance by local authorities (including the City Corporation) under the Regulation of Investigatory Powers Act. Authorisation from a magistrate will now be required before a local authority is able (should it wish) to use covert surveillance or surveillance of private communications. The authority will need to demonstrate that the surveillance is necessary and proportionate.

### **Criminal Record Checks**

12. The Act relaxes the vetting and barring scheme applied to those wishing to work with children and vulnerable adults, excluding, for instance, work with children under supervision, work involving only temporary or occasional contact with children, and assistance provided to adults other than by reason of age, ill health or disability. Criminal record checks will also no longer be required for members of local authorities (including the City Corporation) sitting on social services or educational committees, or for members of school governing bodies, unless those roles provide the opportunity for regular unsupervised contact with children.
13. The Act amends the procedure for criminal record checks, so that criminal record certificates will not be sent directly to employers but only to prospective employees (who may then be asked to supply them to the employer). The test for disclosure by the police of unproven allegations against those working closely with vulnerable persons is tightened, so that

chief police officers must now reasonably believe that the information is relevant, rather than simply believe that it might be relevant.

14. The provisions on vetting and barring will have specific operational consequences for the City Police, with respect to the decision to include unproven allegations in enhanced criminal record certificates. They will also have operational consequences for the rest of the City Corporation, particularly in relation to the work of the Director of Human Resources.

### **Powers of Entry**

15. Concerns have been raised in recent years about the number of statutory powers to enter premises without the consent of the occupier and without a warrant. The Act requires all Cabinet Ministers to review all such powers within their remit, and to consider repealing them or adding additional safeguards (which the Act authorises). Certain powers of entry are directly repealed by the Act. The Government is also to issue a code of practice on the use of powers of entry, to which those exercising the powers will be required to have regard.
16. Many of the powers of entry which will be subject to review are exercisable by the City Corporation, for instance in the fields of environmental health, trading standards and planning. Others are exercisable by the City Police. The review will be drawn to the attention of those departments who may wish to consider engaging with the review in order to justify powers of entry. One power which is directly repealed by the Act is that of entering and inspecting boats used to transport goods on inland waterways, which was exercisable by the Corporation in its capacity as a port health authority.

### **Parking Control**

17. The Act makes it a criminal offence to operate wheel-clamping on private land (the powers of local traffic authorities to clamp on the highway are unaffected). Instead, unpaid parking fees will be recoverable from the registered keeper of the relevant vehicle. The Act also authorises the Government to make regulations enabling police forces and local authorities to remove vehicles from private land at the request of the land-owner, where the vehicle is unlawfully abandoned or illegally, dangerously or obstructively parked.
18. As a result of the Act, the City Corporation will no longer be able to make use of wheel-clamping on land such as Hampstead Heath, where the practice

is currently employed to control unlawful parking. During the passage of the Bill for the Act, discussions took place with the Home Office to examine the possibility of including an exemption for public open spaces. However, the Home Office confirmed the view that the Corporation could address the matter through bye-laws enabling clamping to continue, and amendments to the Bill were not pressed.

### **Freedom of Information**

19. The Act amends the Freedom of Information Act so as to require public authorities to release, in re-usable form, electronic collections of raw data ('datasets') held in connection with the performance of their functions. They are to be made available under standard-form licences, subject to the usual exemptions and limitations applicable to freedom-of-information requests. The provisions will apply to the Corporation in respect of data held in its capacity as a local authority, police authority or port health authority.

### **Miscellaneous**

20. Certain miscellaneous provisions are made which may have minor operational consequences for the City Police, including the creation of new offences in relation to stalking and people-trafficking, and the erasure from the record of certain historic convictions relating to homosexual conduct.

### **Recommendations**

21. The Committee is invited to note the contents of this report.

### **Consultation**

22. The Director of Corporate Resources of the City Police has been consulted on this report, and officers in other departments have been made aware of the provisions which are relevant to their work.

### **Contact**

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<b>Committee(s):</b>	<b>Date(s):</b>
Police	11 July 2012
<b>Subject:</b> Revenue and Capital Outturn 2011/12	<b>Public</b>
<b>Report of:</b> The Chamberlain and The Commissioner of Police	<b>For Information</b>

### Summary

As a result of a number of savings initiatives, the Force's 2011/12 revenue outturn has resulted in a transfer from the Police General Reserve of £0.4m in order to stay within the overall cash limit of £66.4m. This is a reduction of £3.0m in the use of reserves compared to the budget.

This improved financial position was mainly due to:

- greater than budgeted salary savings from unfilled posts, particularly in the last quarter;
- a reduction in the requirement for revenue funding of the capital programme, due to an increase in the Home Office Capital Grant in March 2012;
- reimbursement of costs for Operation Kirkin from the Metropolitan Police Service (MPS) in the fourth quarter; and
- higher than anticipated receipts relating to the Proceeds of Crime Act (POCA).

The balance in the Police General Reserve at 31 March 2012 was £13.797m and this will be available to help meet future funding requirements. In particular, it will provide a degree of short term mitigation during implementation of the City First Programme and cushion the impact of any funding reductions announced for the final two years of the current CSR period beyond those already provided for in the Force's Medium Term Financial Plan.

### **Recommendations**

It is recommended that this revenue and capital outturn report is noted.

## **Main Report**

### **Budget Position for 2011/12**

1. This report compares the 2011/12 revenue and capital outturn for the services overseen by your Committee with the final agreed budget for the year.
2. The City of London Police's (CoLP) original budget agreed by your Committee in February 2011 assumed a transfer from the Police General Reserve of £4.0m. The transfer was reduced to £3.4m in the revised budget whilst keeping within the overall cash limit of £66.4m. The £0.6m decrease in the use of reserves was due to:
  - additional DSP Funding of £1.2m; offset by
  - expenditure on the City First programme of £0.350m; and
  - a supplement to the Capital Programme of £0.237m.

### **Outturn for 2011/12**

3. The table overleaf indicates that, as a result of a number of savings initiatives, the Force's 2011/12 revenue outturn has resulted in a transfer from the Police General Reserve of £0.4m, a reduction of £3.0m in the use of reserves compared to the final budget. In the tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.



<b>Summary Comparison of 2011/12 Outturn with Final Agreed Budget</b>			
<b>CITY FUND</b>	<b>Final Agreed Budget £000</b>	<b>Outturn £000</b>	<b>Variations Increase/(Reduction) £000</b>
<b>Local Risk</b>			
Commissioner of Police			
Expenditure	100,701	97,376	(3,325)
Income	(36,080)	(35,560)	520
	<b>64,621</b>	<b>61,816</b>	<b>(2,805)</b>
City Surveyor	879	750	(129)
<b>Central Risk</b>			
Commissioner of Police	237	6	(231)
<b>Central Support Services</b>	2,425	2,581	156
<b>Net Expenditure before Transfer to/(from) Reserve</b>	<b>68,162</b>	<b>65,153</b>	<b>(3,009)</b>
<b>Transfer to/(from) Reserve</b>			
Proceeds of Crime Act	1,600	1,600	0
General	(3,369)	(360)	3,009
<b>Total</b>	<b>66,393</b>	<b>66,393</b>	<b>0</b>

4. The following table summarises the main variations:

	<b>£000</b>
Savings on police salaries due to higher than expected leavers	(1,474)
Savings on civilian pay due to higher than expected leavers	(300)
Training	(89)
City Surveyor Works Programme	(129)
Reduced requirement for revenue funding of capital programme	(231)
Operation Kirkin – reimbursement from MPS	(241)
Ill Health Pension Lump Sum not required	(150)
POCA Income	(395)
<b>Total reduced requirement</b>	<b>(3,009)</b>

5. These savings/additional incomes were realised during the fourth quarter and therefore were not included in previous reports to your Committee. In particular, savings on salaries were achieved due to higher than budgeted leavers, mainly police officers. These savings were more than double the vacancy factor target.

6. The Home Office Capital Grant was increased on 28 March 2012 by £0.104m, which contributed to the reduced requirement for revenue funding of capital expenditure. The remainder was due to a combination of slippage and a reduced cost of equipment on the Airwave Radios project (£0.094m). It was also not possible to take delivery of all the vehicles in the Vehicle Replacement programme by the end of the financial year (£0.040m).
7. The reimbursement relating to Operation Kirkin was not certain and was only confirmed in early 2012.
8. The third quarter payment for POCA was notified in March as £0.427m. The nature of this income is unpredictable, with combined income in the first and second quarters of only £0.041m. Due to the unpredictable nature of this income no provision had been included for the fourth quarter.
9. Annex A provides more details of significant variations and Annex B provides details of capital expenditure for the year.

### **Reserves**

10. The balance on the Police General Reserve is £13.797m following the requirement for £360,000 in 2011/12.
11. During 2011/12, the Force received a substantial cash forfeiture award of £1.6m from the Home Office. Under the guidelines of the scheme, the Force must ring fence this income for “crime reduction initiatives”. The award has therefore been transferred to a separate Reserve at year end. The 2012/13 original budget provides for £1.0m to be used to fund crime reduction initiatives and the remainder is to be allocated on the authorisation of the quarterly Resource Allocation Board.
12. The full financial settlement for the final two years of the current CSR period has yet to be announced. The consequential uncertainty represents a risk to the organisation and the increase in the level of the General Reserve will provide a degree of short term mitigation particularly to assist implementing the City First programme. The Force’s assumptions for use of the Reserve are contained within the Medium Term Financial Plan 2012-2015 report, which will be presented to the Performance Sub-Committee in September. A summary of the main requirements is included overleaf:

	£M
<b>Reserves Brought Forward 1 April 2012</b>	<b>13.8</b>
Planned Use of General Reserves 2012/13	3.0
<b>Balance as at 31 March 2013</b>	<b>10.8</b>
<b>2013/14</b>	
Planned Use of Reserves 2013/14	1.5
Contingent Provision for Salaries	2.3
Revenue funding of capital expenditure	1.7
<b>Balance as at 31 March 2014</b>	<b>5.3</b>
<b>2014/15</b>	
Planned Use of Reserves 2014/15	0.0
Contingent Provision for Salaries	0.6
<b>Balance as at 31 March 2015</b>	<b>4.7</b>

13. At this stage, the table indicates that revenue funding of capital expenditure will not be required in 2014/15 even after allowing for the investment in the East Coast Information Consortium (ECIS). However, this may change as more information becomes available.

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**Chamberlain**

**Adrian Leppard**  
**Commissioner of Police**

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**POLICE COMMITTEE - COMPARISON OF 2011/12 REVENUE OUTTURN WITH  
FINAL AGREED BUDGET**

	<b>Final Agreed Budget £000</b>	<b>Revenue Outturn £000</b>	<b>Variations Increase/(Decrease) £000</b>	<b>Reasons</b>
<b>LOCAL RISK</b>				
<b>City Fund</b>				
The Commissioner of Police				
Economic Crime Directorate	7,677	7,370	(307)	1
Specialist Support Directorate	13,315	12,959	(356)	2
Territorial Policing Directorate	21,013	20,693	(320)	3
Counter Terrorism & Serious Crime	13,930	12,611	(1,319)	4
Corporate Services Directorate	18,620	17,030	(1,590)	5
Central	(11,208)	(9,331)	1,877	6
Recoverable	0	0	0	
Pensions	1,274	484	(790)	7
Total Commissioner of Police	64,621	61,816	(2,805)	
The City Surveyor	879	750	(129)	8
<b>Total City Fund Local Risk</b>	<b>65,500</b>	<b>62,566</b>	<b>(2,934)</b>	
<b>City's Cash</b>				
The Commissioner of Police				
Economic Crime Directorate	130	130	0	
<b>TOTAL LOCAL RISK</b>	<b>65,630</b>	<b>62,696</b>	<b>(2,934)</b>	

Reasons for Significant Variations

1. Lower than budgeted expenditure on employees of £0.250m due to staff vacancies in City funded posts. Following the launch of the official prospectus for the Fraud Academy income was higher than anticipated by £0.057m.
2. Lower than anticipated expenditure on Employees of £0.437m, due to the holding of vacancies in anticipation of the implementation of the City First Change Programme and lower expenditure on supplies and services of £0.058m across the directorate. However this is offset by lower than budgeted income from private services of £0.139m.
3. Reduced expenditure on employees of £0.215m due to the holding of vacancies in anticipation of the implementation of the City First Change Programme. Savings made in supplies and services expenditure of £0.068m across the directorate but most notably on equipment of £0.050m due to reductions in expenditure on Cycles and Custody. Higher than anticipated income of £0.037m from sale of crime prevention equipment, private services and charges to the UK Border Agency (UKBA) for the use of Custody.
4. Expenditure on employees was reduced by £1.118m due to the holding of vacancies in anticipation of the implementation of the City First Change Programme. Lower than anticipated expenditure on supplies and services of £0.129m across the directorate but most notably on equipment of £0.040m, fees of £0.021m, and subsistence of £0.025m. There was also a £0.055m reduction in the cost of the Metropolitan Police Explosives contract.

5. Lower than anticipated expenditure on employees of £1.227m due to holding of vacancies in anticipation of the implementation of the City First Change Programme, on software maintenance of £0.111m and the budget for the City First Change Programme itself of £0.096m. In addition, there was higher than anticipated receipts of £0.122m due to income from the section house, sale of vehicles and rent.
6. The vacancy factor for salary budgets is held centrally totalling £2.666m. This budget has no actual income or expenditure against it during the year, and therefore appears as an over spend at year end, offset against the under spends within the Directorate salary budgets. There was also an over spend on legal fees of £0.038m, which is a very demand driven budget. This over spend is reduced by some central budgets that show as under spends, because actual expenditure is held against directorates, such as Special Priority Payments (SPP) of £0.174m. There was also unbudgeted income of £0.241m for reimbursement of costs relating to Operation Kirkin, higher than anticipated income from Proceeds of Crime Act (POCA) income of £0.395m and an under spend by ACPO of £0.017m.
7. Lower than anticipated pension expenditure of £0.640m due to reduced staffing levels, and the budget for ill health lump sum payments not being required (£0.150m).
8. Expenditure on repairs and maintenance (mainly breakdown and cyclical works) carried out on police buildings was lower than anticipated.

<b>CENTRAL RISK</b>	<b>Final Agreed Budget £000</b>	<b>Revenue Outturn £000</b>	<b>Variations Increase/(Decrease) £000</b>	<b>Reasons</b>
<b>The Commissioner of Police</b>				
Corporate Financing	237	6	(231)	
<b>TOTAL CENTRAL RISK</b>	<b>237</b>	<b>6</b>	<b>(231)</b>	9

9. The element of capital expenditure met directly from revenue was lower than anticipated, due to an overall reduced level of capital expenditure, and an unexpected increase in the Home Office Capital Grant on 28 March 2012.

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<b>City of London Police CAPITAL PROGRAMME</b>			
Scheme	2011/12 Final Budget	2011/12 Actual	Variation increase / (decrease)
	£000	£000	£000
<b>Expenditure</b>			
IMPACT (MOPI and PND)	12	8	(4)
Vehicle Journey Data Recorders	9	4	(5)
Vehicle Replacement Programme	446	406	(40)
Airwave Radios	182	88	(94)
Property System Replacement	38	38	0
Interview Recording	75	82	7
NSPIS Custody and Case Prep Upgrade	307	110	(197)
Business Continuity	91	86	(5)
Laser Scanner	0	48	48
Police Cyber Crime System	0	197	197
<b>Total Expenditure</b>	<b>1,160</b>	<b>1,067</b>	<b>(93)</b>
<b>Income</b>			
HO Capital Grant	(673)	(777)	(104)
NPIA Grant re NSPIS Custody and Case Prep Upgrade	(250)	(87)	163
Cyber Crime Grant	0	(197)	(197)
<b>Total Income</b>	<b>(923)</b>	<b>(1,061)</b>	<b>(138)</b>
<b>TOTAL NET CAPITAL EXPENDITURE</b>	<b>237</b>	<b>6</b>	<b>(231)</b>

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<b>Committee(s):</b> Police	<b>Date(s):</b> 11 <sup>th</sup> July 2012
<b>Subject:</b> City of London Police Annual Report 2011-12	<b>Public</b>
<b>Report of:</b> Commissioner of Police POL 47/12	<b>For Decision</b>
<p><b><u>Summary</u></b></p> <p>The draft Annual Report, representing the achievements of the City of London Police for the past financial year, is submitted to the Committee for approval. The report contains information on crime, financial and staff statistics, as well as a summary of the year under key headings.</p> <p>It is requested that any comments on and/or changes to the report be sent via the Town Clerk's Department to the Force's Public Relations Manager by Friday 20 July 2012.</p> <p><b>RECOMMENDATIONS</b></p> <p>It is recommended that:</p> <ol style="list-style-type: none"> <li>(1) The contents of the draft Annual Report be noted, and that any comments upon them be forwarded as indicated above.</li> <li>(2) Authority is given to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the final draft for publication.</li> </ol>	

## **Main Report**

### **Background**

1. The Annual Report, a draft of which is circulated with this report, serves as the vehicle for the Commissioner of Police and the Police Committee to reflect upon what has been achieved in the past financial year and to report on crime, resources and financial statistics. It will be officially

published during September after it has been presented to the Court of Common Council.

## **Current Position**

2. The report has been based largely on the format in which it appeared last year, which was much reduced in size to previous years in order to reduce the cost of production. It is a simpler and plainer in design, although still very much a corporate document, reflecting the professionalism of the City of London Police. The copy focuses on the achievements of the Force in the areas of protecting the City from terrorism and serious harm, protecting the City from protest and anti-social behaviour, and the work as Lead Force for Fraud and the National Fraud Intelligence Bureau (NFIB) in countering fraud. It also contains an over-view of the work of the Wards teams as well as statistical information, highlights of the year and forewords by both the Chairman and the Commissioner.
3. The report is 37 pages plus covers and is a much plainer, simpler design. Both of these measures have resulted in significant savings. No new photography has been commissioned for this report, which has relied on images taken previously and throughout the year.
4. It is recommended that the Annual Report be printed in full colour, A4 in size and printed on matt finished, recycled paper. The report will be available upon request in different languages, Braille and large type formats, and this will be stipulated at the back of the report. It will also be available as a PDF download.

## **Conclusion**

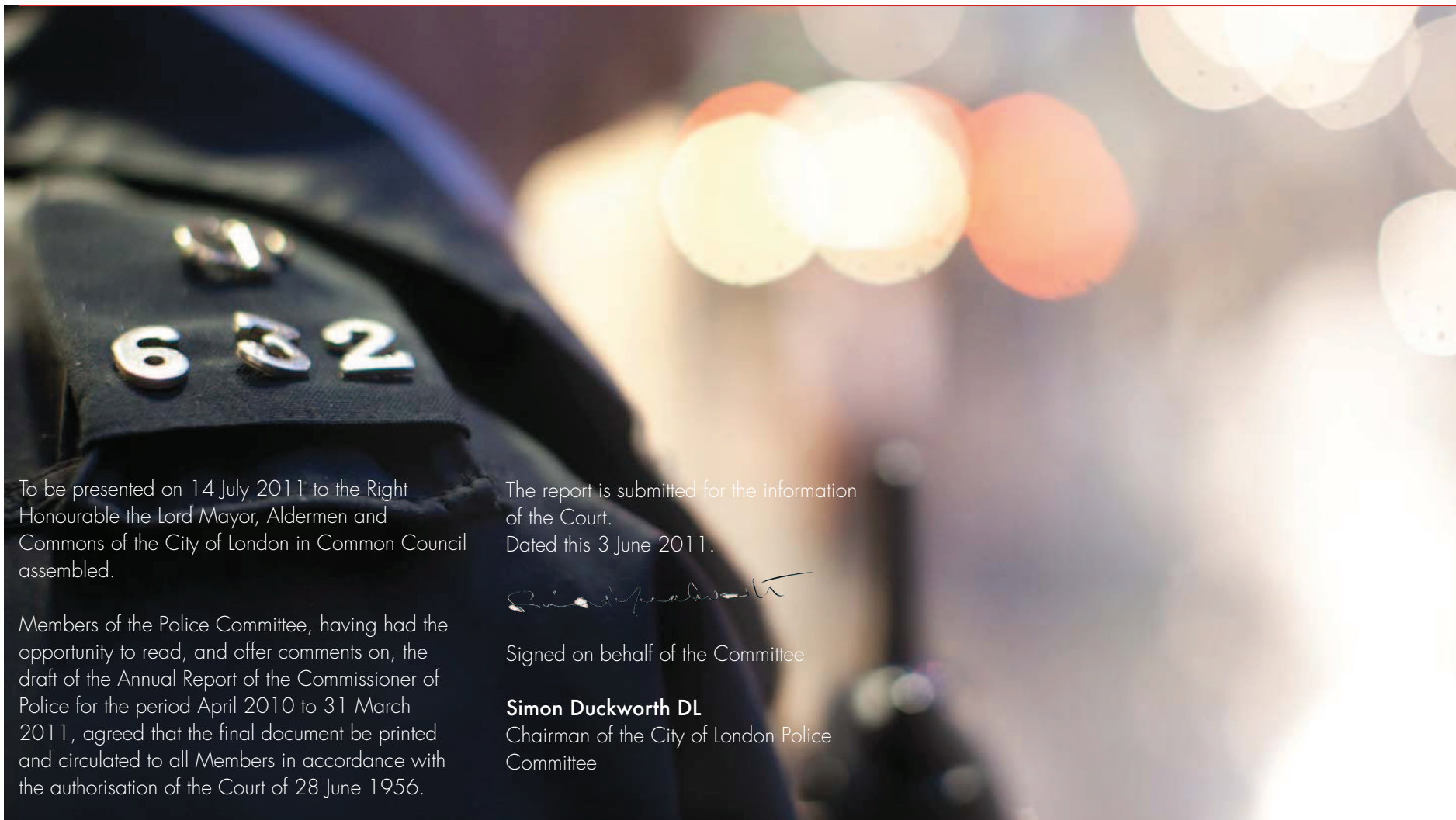
5. The Annual Report is a corporate document which provides a record of the Force's achievements in the preceding year.

### **Contact:**

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*Corporate Communications Dept*  
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# Annual Report 2012–2013



To be presented on 14 July 2011 to the Right Honourable the Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

Members of the Police Committee, having had the opportunity to read, and offer comments on, the draft of the Annual Report of the Commissioner of Police for the period April 2010 to 31 March 2011, agreed that the final document be printed and circulated to all Members in accordance with the authorisation of the Court of 28 June 1956.

The report is submitted for the information of the Court.  
Dated this 3 June 2011.

Signed on behalf of the Committee

**Simon Duckworth DL**  
Chairman of the City of London Police Committee

# CONTENTS

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**THERE IS NOWHERE** else in the country – nor the rest of the world – quite like the City of London. As the police force covering the historic Square Mile, our challenge has been to ensure that the heart of the British economy continues to operate in a safe and secure environment. However, the City is more than just a pre-eminent financial centre – it is also a thriving cultural and entertainment venue and home to a thousand years of history.

In turn, the challenges of policing the City are unlike those facing any other police force. Each night, around 8,000 residents call the City their home. By contrast, each morning over 350,000 people of an estimated 189 different nationalities come to work here – joined by a growing number of visitors, tourists, and commuters passing through the City's transport hubs.

Levels of crime in the City are lower across the board than virtually anywhere else and 2011/12 has seen the tenth consecutive year for our crime rates to fall. A truly unique achievement for a truly unique police force.

Commissioner's Foreword	<b>04</b>
Chairman's Foreword	<b>05</b>
Protecting the City	<b>06 – 07</b>
Countering Terrorism	<b>09</b>
Delivering Results	<b>10</b>
Investigating Fraud	<b>12 &amp; 13</b>
Working in Partnership	<b>14 &amp; 15</b>
City First and meeting the budget challenge	<b>16</b>
The Leadership	<b>18</b>
The Wards	<b>19</b>
Highlights of the Year	<b>20 &amp; 21</b>
Statistics	<b>23</b>

## COMMISSIONER'S FOREWORD



**THE UNIQUE nature of the Square Mile brings with it unique policing challenges. As the leading international financial and business centre, it is an area where disruption to 'business as usual' has worldwide implications, and this can make the area a target for people hoping to attract greater attention for their cause.**

That was the case in October, as St Paul's Churchyard became the centre of an international protest. The force faced a challenge to balance our role in facilitating peaceful protest with a responsibility to minimise disruption to the local community, all the while operating in the glare of the media. I'm proud to say my officers handled the situation with the professionalism you'd expect of the City of London Police.

That pride extends to all those officers who supported Metropolitan Police colleagues during the disorder that disrupted parts of London last summer. Like many of you, I was shocked by television pictures showing violence and an apparent disregard for law, but proud of the courage and commitment of the officers who responded to restore order.

The disorder again underlined that the most serious criminal threats transcend force boundaries. That is equally true in our response to fraud. The force has a national remit to combat economic crime, and it is a responsibility we take very seriously.

This year we have set in motion a regionalisation plan that will be a cornerstone of our ambition to establish a national economic crime capability. This will be complemented by an equally ambitious plan to build an international academy providing training to both the public and private sector in how to investigate and prevent fraud. Coupled with our ongoing fraud investigation work and the increased capabilities of the National Fraud Intelligence Bureau, we are putting together the most substantial policing response to economic crime that the UK has ever seen.

Our work in the past twelve months has taken place against the backdrop of financial challenges presented by Government funding cuts. In austere times, it is important that we all do our bit to cut budgets, but we should not shy away from growing parts of our force in response to the needs of our communities. Our restructure programme is well underway, and we are confident of reaching our budget targets by 2014.

Before then, of course, we welcome Her Majesty the Queen's Diamond Jubilee and the 'greatest show on earth' to London. Both the Diamond Jubilee and the Olympics give us a chance to show off London and the City. These events will present challenges to us all, I'm sure, but I'm certainly looking forward to the opportunities they will bring.

A handwritten signature in black ink that reads "Adrian Leppard".

**Adrian Leppard**

Commissioner of Police for the City of London

## CHAIRMAN'S FOREWORD



**AS MY TENURE as Chairman of the Police Committee comes to an end, I would like to pay tribute to the hard work which all Members of the Committee have put into the role of policing governance over these past four years, and to thank them for their continued support. We have been privileged to have worked with a high performing leadership team at the Force during this period, and my appreciation goes to them as well as to the entire Police Force.**

The change in Chairmanship comes at a critical time for Policing. Directly-elected Police and Crime Commissioners (PCCs) will replace existing police authorities next November, in a move which will change existing governance arrangements across the nation. Although these new national arrangements do not apply to the City, the Police Committee agreed last January to strengthen the City Corporation's own existing governance structures in the light of the national reforms taking place and to recognise the increasing demands in our policing activity.

These changes include my successor's role being more clearly defined as the City's principal spokesman for local policing and crime, whilst an increased focus on economic crime, to reflect our wider and strategic national

responsibilities, will see the creation of a new dedicated Economic Crime Board, which I have been asked to chair.

The year ahead will see unprecedented challenges for the City Police. The Queen's Diamond Jubilee and the Olympic Games will place extraordinary operational demands on the City and London as a whole and the security arrangements, which we have taken part in preparing for several years, will be put to the test. In parallel, the next twelve months will also see the implementation of the Force's 'City First' change programme, a process which will bring challenges of its own. The Police Committee will help continue to offer its support and assistance to the Commissioner over this period to secure a policing service that meets the requirements and needs of the City Communities.

**Simon Duckworth DL**  
Chairman of the City of London  
Police Committee

## PROTECTING THE CITY

**Another year, another fall in crime. That is the proud boast of the City of London Police, with annual figures showing that crime fell by four per cent in 2011/12, meaning residents, workers and visitors to the City are now safer than at any point in the last ten years. It is even more of an achievement when considered against a backdrop of disorder across the Capital last summer, and headline-grabbing protest outside St Paul's Cathedral.**

Of course, protest in the City is nothing new. The Square Mile's iconic backdrop and position at the centre of the world's financial markets means it has long been a location for protest.

That was particularly evident when the world's media descended on Ludgate Hill, as protests outside St Paul's Cathedral captured international headlines.

The City of London Police's role throughout was to help find the balance between facilitating peaceful protest and minimising the disruption that protest can cause to the local community.

The force liaised closely with local businesses, the Cathedral and protestors themselves to find that balance, work that was praised in many quarters. At the end of February, bailiffs employed by City of London Corporation removed tents and equipment from St Paul's

Churchyard, in line with a High Court order. The operation was largely peaceful, with City officers, supported by Metropolitan Police, ensuring public safety.

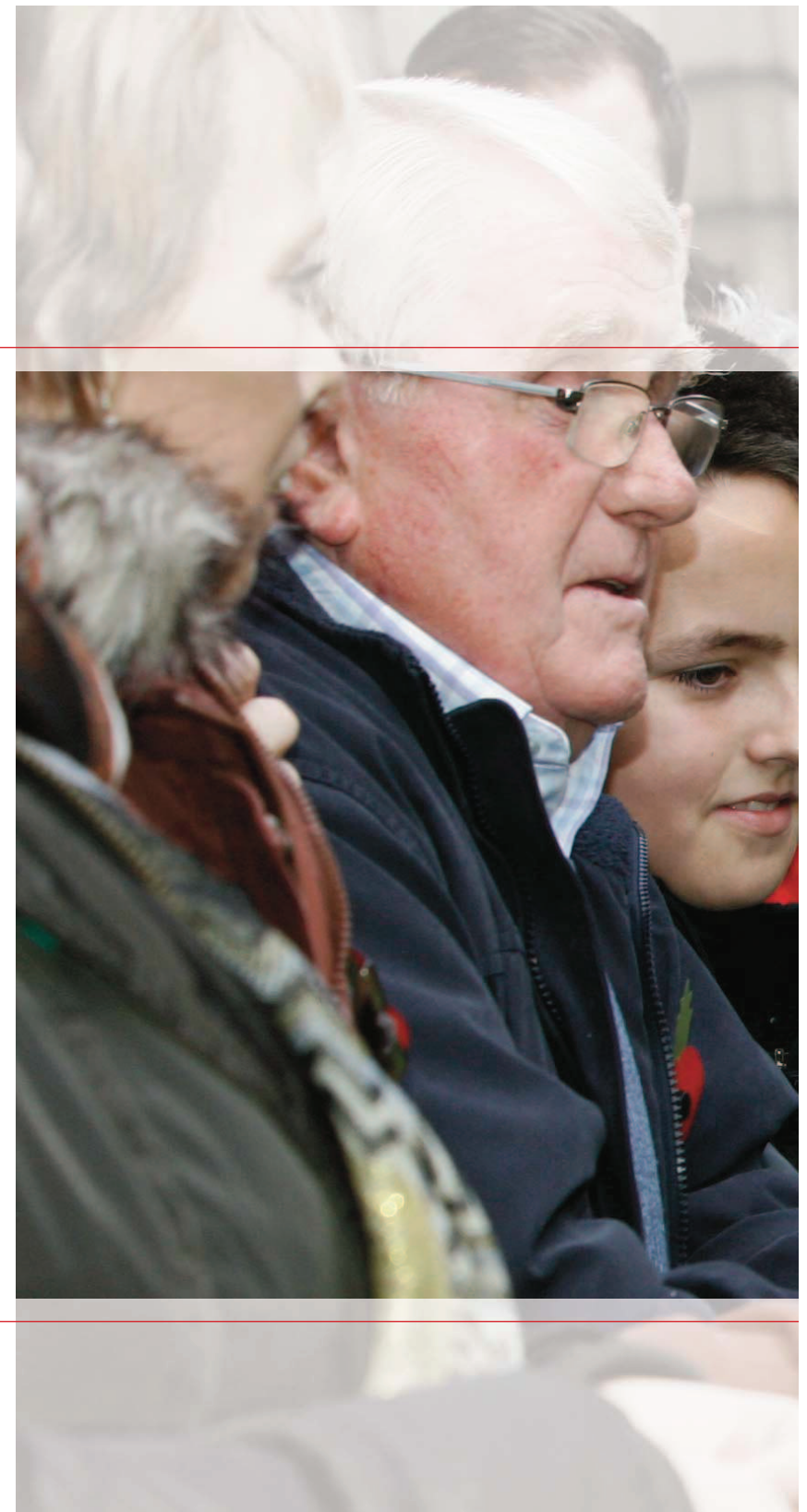
That theme of City and Metropolitan Police officers standing side-by-side is again a common one across the last twelve months. During protests against university fees the forces worked together to ensure a peaceful outcome as several thousand people marched through the Capital, ending at London Wall in the City.

Perhaps of most note was the close operational working during the disorder last summer. Throughout the unrest, the City of London Police supported the operation to keep London safe, as well as dedicating significant resources to protecting the Square Mile and its community.

The role of the City community in this should not be underestimated. A request for Special Constables to be released from their day jobs for duty saw an immediate response, with the volunteer officers ultimately totting up more than 500 hours of duty, working alongside regular police officers to keep the City safe.

The force's successful policing of the Square Mile owes much to its relationship with its community.

The Wards policing teams (known as neighbourhood policing teams nationally) talk to the community on a daily basis, and the force's priorities are set according to those conversations.









## TACKLING ANTI-SOCIAL BEHAVIOUR AND COUNTERING TERRORISM

**TACKLING anti-social behaviour remains one such priority, and the force is the single point of contact for anyone wanting to report such incidents in the City. One focus is encouraging people to report anti-social behaviour, and the force takes every call seriously, working with partners until the problem is resolved.**

You can report anti-social behaviour by calling 020 7601 2222, or dialling 101. If you require an emergency police response please call 999.

Communication is key to both identifying priorities and keeping the community updated on the force's progress in tackling them.

One technique the force has focussed on in the last twelve month is social media. The force has a facebook page, and is using Twitter to get timely and targeted crime prevention and personal safety messages to its communities, both through the well-established @CityCycleCop account and through a corporate Twitter account.

The @CityPolice now has well over 1,700 followers – predominately people interested in the work of the force such as residents, City workers and journalists – and is used by officers and staff across the force to tweet City-relevant crime prevention messages and personal safety advice, as well as force successes.

Businesses and residents in the Square Mile can also keep up-to-date with the latest information on security and

policing operations through the community email and text alert system.

Information on all these schemes can be found on the force's website [www.cityoflondon.police.uk](http://www.cityoflondon.police.uk).

### Counter terrorism

The City's iconic backdrop is not only attractive to demonstrators. The threat of terrorism is real and ever-present in the Square Mile, and the City of London Police continues to work with the Metropolitan Police Service and British Transport Police to protect the Capital.

Officers patrol the City day and night, and monitor traffic entering the Square Mile, both through manned entry-points and via the unique 'ring of steel' CCTV network that includes high-tech automatic number plate recognition software.

The force has a dedicated counter-terrorism unit that works closely with other agencies, both domestically and internationally. Its primary focus is around comprehensive intelligence gathering, and its work in this area plays a crucial role in keeping the City safe.

The unit also has a key responsibility in managing Project Griffin, the force's link with the City's private sector security industry. The force provides substantive training to the City's security professionals, work that helps to develop a coordinated network of individuals trained to deter and



## DELIVERING RESULTS

disrupt terrorist activity. Project ARGUS events are run parallel to this, offering businesses the chance to discuss continuity plans.

Public vigilance remains a crucial part of the force's comprehensive counter-terrorism response. Suspicious activity can be reported to the anti-terrorism hotline, run by the Metropolitan Police Service, on 0800 789 321.

### Solving crime

The City of London Police has several specialist units that work together to investigate crime linked to the City.

The force's CID team handles investigations into crime in the Square Mile, and their work is crucial in ensuring criminals are deterred from targeting the City. Investigations in the last year have jailed criminals involved in theft, robbery and violence

One notable case saw two men jailed at the Old Bailey after assaulting a stranger and stealing his smartphone. CID officers were able to identify and trace the robbers having tracked their journey to and from the scene of the crime, painstakingly piecing together hours of CCTV footage from cameras in the City and on local buses.

The CID team includes the force's specialist plain-clothes Crime Squad, officers trained to merge with the crowds of people walking the City's streets. Their work has successfully caught cycle thieves, bag-dippers and shoplifters, as well as catching drug dealers red-handed.

One drug dealer was caught after an officer noticed him acting suspiciously outside a pub. He was arrested, and a subsequent search of his car and flat revealed £13,000-worth of drugs and thousands of pounds in cash. The man was jailed for 27 months.

High-profile investigations are handled by the force's Major Investigation Team (MIT), supported by the covert expertise of the Central Detective Unit (CDU).

In January, a 16-month MIT investigation proved a former private investigator had tried to blackmail a City businessman.

The crook had used stolen phone records to falsely accuse the businessman of corruption, before demanding £45,000 to destroy the evidence.

But detectives were able to use detailed analysis of phone records to identify the man behind the plot, as well as tracking down an accomplice and the telecoms employee who sold the phone data to the pair.

An operation led by CDU in November prompted one of the UK's biggest seizures of MDMA, a Class A drug that is often used in ecstasy tablets.

The operational activity brought together officers from across the force, as a complex plan saw arrests in Camden and Islington and an application for – and subsequent execution of – a residential search warrant.

Four men now await court appearances in connection with the investigation.

**Officers patrol the City day and night and monitor traffic entering the square mile, both through maned entry points and the unique ring of steel"**



## INVESTIGATING FRAUD



Latest assessments indicate that fraud is costing the UK £73 billion\* per annum. The Government is alive to the threat and has positioned the City of London Police as an integral part of its law enforcement approach, with each part of the force supporting the wider multi-agency response through the NCA and Economic Crime Command.

Importantly the City of London Police has also been quick to recognise that budget reductions don't automatically have to mean diminished fraud capabilities. The launch of an insurance fraud unit funded by industry but operating out of the Economic Crime Directorate (ECD) is just one example of how the force is exploring new ways in which the private sector can make a greater contribution to tackling economic crime. This willingness to think differently and operate outside its comfort zone will ensure the force continues to do what it has always done to the highest level while at the same time expanding its remit across the country and around the world.

### The Economic Crime Directorate (ECD) and DCPCU

ECD continues to operate with five fraud squads investigating 'traditional' fraud offences in areas including banking, insurance, investment, insider dealing and advance fee frauds. There are also four units focused on specific aspects of financial crime, the cheque and credit card unit, the money-laundering unit, the overseas anti-corruption unit and an asset recovery team.

Together these units are investigating more than £5 billion worth of fraud – approximately £3.5 billion stolen and £1.5 billion attempted stolen. Across 2011-12?? the Directorate handled a ?? per cent increase/decrease in recorded fraud crime, and maintained a detection rate of ?? per cent. At the same time it restrained £?? million worth of assets, with £?? million handed back to victims of fraud.

The Dedicated Cheque and Plastic Card Unit go from strength to strength, with City of London Police and MPS detectives working side-by-side to clamp down on card payment fraud. The unit is saving the banking industry tens of millions of pounds each year and working tirelessly to stay one step ahead of the fraudsters.

\*NFA National Fraud Indicator 2012

## A national lead force and a Centre of Excellence

The work within ECD is now intertwined with the force's responsibilities as the national lead force for fraud. Since being awarded this special status by the Government in 2008 the City of London Police has taken on more than 200 lead force fraud investigations across the UK involving multiple law enforcement agencies.

At the same time a Centre of Excellence was set-up to enhance the professionalism and capabilities of fraud investigators in UK police forces, law enforcement agencies and within the wider financial community. Located within ECD, it is uniquely placed to deliver fraud training, accreditation and professional legislation, and to prioritise fraud prevention and disruption activities to enhance effectiveness of the UK's response to fraud. The focus of work for the Centre is driven by the Strategic Priorities for the National Lead Force and the NFIB, namely: Money Laundering; Organised Crime Groups; Payment Card Fraud; Professional Enablers; Share Purchase Fraud; and Technology Enabled Crime. Expansion plans are now afoot, with the aim being to create a much bigger training academy equipped to meet the needs of police and private investigators from the worlds of law enforcement and the private sector.

## The National Fraud Intelligence Bureau (NFIB)

Sitting alongside the National Lead Force is the National Fraud Intelligence Bureau. The NFIB is one of the most advanced police analytical systems in the world, driven by public and private sector partnerships and designed to collect and analyse millions of previously unconnected reports of fraud. This intelligence is used as the catalyst for fraud investigations, both at the City of London Police and forces around the country. The data is also the source of fraud alerts circulated to public and private sector partners and, through the media, the general public. Over the next year, all reports of fraud, from large multi-jurisdictional cases to small local level crime, will first be sent to the NFIB for assessment and dissemination. This information will be set alongside the new streams of data that are continually being made available by new partners. For the NFIB to function and thrive requires different organisations to continue to provide and share different types of fraud data for the purpose of analysis. Current data providers include CIFAS, UK Payments, NHS Counter Fraud Agency, the Insurance Fraud Bureau and Vodafone.



## WORKING IN PARTNERSHIP



### The Insurance Fraud Enforcement Department (IFED)

The newest addition to the City of London Police's fraud fighting capability is IFED, a specialist unit set up to tackle an area of criminality valued at £3 billion. Funded by the insurance industry but acting with operational independence the 34-strong team of detectives and financial investigators are focusing on both established criminality - motor insurance fraud, commercial and public liability fraud – and individuals making bogus small claims. One of the aims of this collective action is to change the public perception that committing insurance fraud is somehow acceptable. In the first quarter of 2012 IFED made a significant impact with detectives travelling across England and Wales in pursuit of suspected insurance fraudsters. In three months there were more than 60 arrests, and at the end of March there was the first criminal conviction when a man pleaded guilty in a Leeds court to falsifying a car accident to make a bogus claim for whiplash injuries. IFED has also run a major investigation into a car insurance fraud that could have left thousands of people unknowingly driving uninsured. Collectively this adds up to £3.5 million worth of fraud under investigation.

### Three of the best:

The City of London Police investigates some of the biggest, most complex and sophisticated frauds, with the force often featuring on TV, radio and in newspapers. Here are three of the biggest and best fraud cases from 2011/12 which put the force firmly in the spotlight:



## THE £115 MILLION 'PONZI' FRAUD

A three-year City of London Police investigation concluded in March with a 14 1/2 year prison sentence for the mastermind of a £115 million investment fraud that trapped 800 investors living across the UK and around the world.

Kautilya Pruthi traded as a business consultancy to lure in clients from the world of sport and entertainment with the promise of massive monthly returns made from lending to companies in crisis. The reality was investing next to nothing and spending the money on a fleet of fast cars, a private jet and renting £20,000 per month properties. The details of the investigation were carried in all the national newspapers with a City of London Police officer appearing on the evening news bulletins.

## GLOBAL COUNTERFEITING GANG CONVICTED

The story behind the conviction of four men from a global organised crime gang that aimed to flood the UK with counterfeit goods was the focus of a one-hour ITV documentary.

Millions tuned in to see how detectives operated covertly to track containers of illegal goods being shipped from the Far East and through ports into the South East England. The investigation then monitored how the criminals oversaw the importation and distribution of counterfeit items masquerading as leading international

brands onto market stalls and shops in London and across the country.

Family of fraudsters jailed for total of 19 years  
A family of fraudsters were jailed for a total of 19 years for masterminding a boiler room fraud that took £27.5 million from up to 1,700 investors. A joint investigation by the City of London Police, Financial Services Authority and Eurojust revealed how the three men controlled a syndicate of 16 boiler rooms that sold millions of low value, worthless and sometimes non-existent shares to victims in the UK. A number of broadsheets covered the story, reporting how many of the victims were elderly and, in some cases, suffering from serious illnesses.

## REGIONALISATION

As the national lead police force for economic crime, the City of London Police identifies tackling fraud as a top priority. However, the heads of economic crime units from most police forces will soon have to face the future with fewer resources to deal with a growing criminal threat. To compensate for this shortfall the City of London Police is working on plans to create a national economic crime capability, funded by police forces with support from the private sector. The cornerstone of this will be a new structure of regionalisation, where forces will pool resources and share expertise. These regional fraud teams will help create a standard level of service across the country, operating under the City of London Police umbrella.



## CITY FIRST AND MEETING THE BUDGET CHALLENGE

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**THE CITY FIRST Change programme was launched in January 2011 to help the force face the financial challenge of a 20% budget reduction (£20 million) by 2014-15 – the result of the Government’s Comprehensive Spending Review in October 2010.**

People from across the force were brought together to create a City First Programme team, which reflected areas of expertise within the City of London Police and Special Constabulary. At times, they were assisted by specialist consultants, often on a pro bono basis.

Work commenced on an audit to create a clear picture of the force, how it operated and the resources it had at its disposal. Key services delivered by the force, rather than the units or departments that deliver them, were reviewed and feedback was sought from staff through the Staff Suggestion Scheme and special workshops.

These findings were used to create a proposed new model for the force which has been designed to group functions under five key areas – Intelligence & Information, Operations, Economic Crime (National and International) Crime Investigation and Organisational Services.

As part of City First, work has also been undertaken to look at opportunities where the force can collaborate with other forces and organisations in an attempt to not only save money but also to see if and where it would be possible to improve service delivery and increase operational capability or share risk.

As at the end of March 2012, the new model had been agreed as a proposed structure for the force. This model will continue to be assessed, developed and refined and was due to be presented to the staff in April for feedback and to herald the start of a formal consultation process with both staff and external stakeholders. In addition, implementation planning and preparation for change management had commenced.

**“More than ever before we need to put our service delivery at the forefront of everything we do and be prepared to challenge ourselves about value for money and cost effectiveness at every opportunity, while also maintaining the key elements that make us both unique and effective as a force.”**

*Adrian Leppard QPM*



## THE LEADERSHIP

### Commissioner Adrian Leppard

Adrian Leppard took up his appointment as the new Commissioner of Police for the City of London in January 2011



As Commissioner, Mr Leppard, who joined the City from Kent Police where he was Deputy Chief Constable, is now heading up the country's lead force in economic crime investigations, many of which have national significance.

Commissioner Leppard is responsible for all policing matters in the City of London. The force concentrates on three key priorities: economic crime, counter terrorism and community policing.

He has received three Chief Constable's Commendations throughout his career, completed a Masters Degree in Business (MBA) in 2001 and was awarded the QPM in 2012.

### Assistant Commissioner Frank Armstrong

Frank Armstrong joined the force as Commander in December 2000, at which time he was responsible for the operational policing portfolio, namely crime



management, counter-terrorism, public order, community policing and economic crime.

In September 2003 he took over the Support Services portfolio, which underpins operational policing. He led the response to the terrorist attack in the City on 7 July 2005 and in June 2006 was promoted to the rank of Temporary Assistant Commissioner. He was permanently appointed Assistant Commissioner in May 2007.

He is also the Senior Officer responsible for Performance Management, chairing the Performance Management Group, which scrutinises Force performance, and holding Senior Managers accountable for results.

### Commander Ian Dyson

Ian Dyson has had a varied career joining the Metropolitan Police in 1983 before joining Surrey Police as Assistant Chief Constable in



2008, where amongst other roles he was the Lead for Citizen Focus, helping to improve Neighbourhood Policing. Ian moved to the City of London Police in September 2010 and is responsible for the support services portfolio which includes HR Services, Professional Standards and the Equality, Diversity & Human Rights Unit. He is also leading on the Change Programme to meet the budget challenge and is the ACPO London Regional Lead for the Special Constabulary.

His professional interests include Public Order and he is the ACPO national lead for Contact Management.

### Director of Corporate Support Eric Nisbett

Eric Nisbett, an Associate Member of the Chartered Institute of Management Accountants (ACMA), joined the



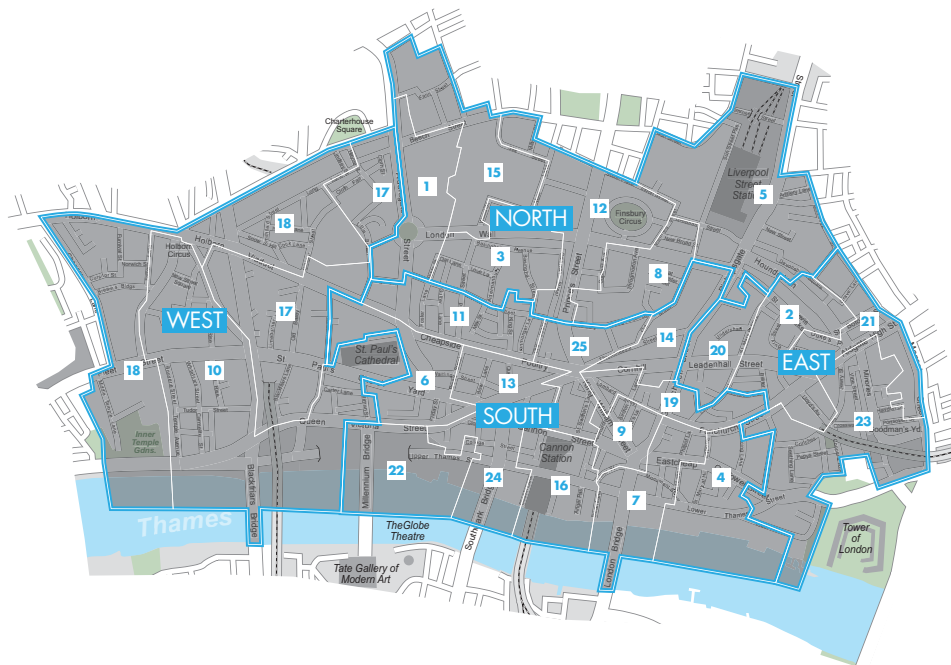
City of London Police in 2002 from the London Borough of Hackney where he was the Finance and Operations Manager within a directorate.

He is the highest ranked civilian in the force and has overall responsibility for finance, property services, technology and strategic planning.

Mr Nisbett is responsible for driving change and chairs the Force's Organisation Change Board (OCB).

Along with his three colleagues, Eric is a member of ACPO, having successfully completed the ACPO Strategic Command Course in 2005.

# THE WARDS



The square mile is now grouped into four main areas consisting of a number of Wards.

**Key to Wards**

- |                 |                    |                        |                |
|-----------------|--------------------|------------------------|----------------|
| 1. Aldersgate   | 8. Broad Street    | 15. Cripplegate        | 22. Queenhithe |
| 2. Aldgate      | 9. Candlewick      | 16. Dowgate            | 23. Tower      |
| 3. Bassishaw    | 10. Castle Baynard | 17. Farringdon Within  | 24. Vintry     |
| 4. Billingsgate | 11. Cheap          | 18. Farringdon Without | 25. Walbrook   |
| 5. Bishopsgate  | 12. Coleman Street | 19. Langbourn          |                |
| 6. Bread Street | 13. Cordwainer     | 20. Lime Street        |                |
| 7. Bridge       | 14. Cornhill       | 21. Portsoken          |                |

**Police Committee Chairman  
Simon Duckworth DL**

Simon Duckworth joined the Police Committee in 2002, became Deputy Chairman in 2006 and was appointed to the Association of Police Authorities' (APA) Strategic Policing and Police Authority Reform Groups. In 2007 he joined the National Olympics Security Oversight Group (NOSOG). In 2008 he became Chairman of the Police Committee and was appointed to the APA's Board of Directors. He became Chairman of NOSOG in 2009 and is a member of the Home Office's Olympics Security Board. He also sits on the Home Office's National Crime Agency Steering Group.

Elected to the Court of Common Council in 2000, Simon is a Deputy Lieutenant for Greater London and was appointed as one of Her Majesty's Lieutenants for the City of London last year. He is Chairman of Barings Targeted Return Fund and is a Director of a number of quoted companies.

Later in 2011, he will take up an appointment to the Board of the Serious Fraud Office (SFO).

**Police Committee  
2010/2011**

- Henry Pollard**  
Deputy Chairman
- Deputy John Barker OBE**
- Deputy Doug Barrow**
- Mark Boleat**
- Robert Duffield**
- Deputy Anthony Eskenzi CBE**
- Alderman Alison Gowman**
- Brian Harris**
- Deputy Keith Knowles MBE**
- Peter Leck**
- Alderman Ian Luder**
- Helen Marshall**
- Deputy Joyce Nash OBE**
- Don Randall MBE**
- Deputy Richard Regan**
- Alderman Simon Walsh**

# HIGHLIGHTS OF THE YEAR

## April 2011

Home Office figures show crime has fallen again in the City, with notable reduction in violent crime, criminal damage and burglaries.

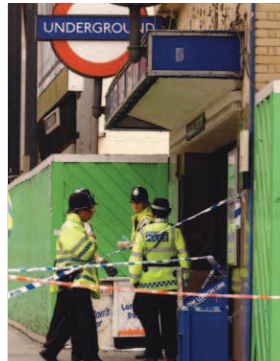
The falling crime trend in the City is reflected in the quarterly national figures, which show the risk of being a victim of crime remains at a 30-year low.



## May 2011

The inquest verdicts for the 52 victims of the 7/7 bombings are given, following a five-month hearing at the Royal Courts of Justice.

Speaking outside court, Assistant Commissioner Frank Armstrong offers his condolences to the families and friends of victims, and pays tribute to the bravery of police officers and members of the public.



## June 2011

The force's Economic Crime Directorate oversees the first UK criminal charges for 'land banking' fraud - an emerging crime where investors are duped into purchasing plots of worthless land.

Detectives also use the media to raise awareness of scale and nature of the fraud, appearing on TV and radio and in the newspapers in a concerted effort to stop more people falling victim to this crime.



## July 2011

A spate of thefts from customers at the City's many cafes, pubs and bars prompts an increase in officers patrolling the Square Mile, including plain-clothes detectives and Wards officers offering crime-prevention advice. The approach proves successful, as annual figures show crime fell in the City for the tenth consecutive year.



## August 2011

City officers support Metropolitan Police colleagues as rioting breaks out in parts of London. While there is no disorder in the City, more than 1,000 people are ultimately charged in connection with the violence across London, following a wide-reaching investigation led by the Metropolitan Police.



## September 2011

City of London Police heads a major strike against charity bag fraud, arresting an organised crime gang suspected of stealing second hand clothes worth hundreds of thousands of pounds to UK charities. The story behind the operation was told on the BBC One Show and in the Times newspaper. Charity bag fraud is estimated to cost the third sector up to 50 million pounds every year.



**October 2011**

The trial begins of three men accused of trying to sell access to confidential information, after an investigation by the Overseas Anti-Corruption Unit and the Serious Fraud Office.

The trio were jailed after the jury ruled they had conspired to obtain corrupt payments, in return for passing confidential details of multi-million pound engineering contracts.



**November 2011**

Crowds line the City streets to enjoy the annual Lord Mayor's Show.

The procession stretches more than three miles in length, and includes Commissioner Adrian Leppard, who learned to ride so he could take his position leading the mounted escort provided to the Lord Mayor.



**December 2011**

A London crime gang is jailed for producing fake bank notes after an investigation by detectives from City of London Police, supported by SOCA and the Bank of England. The gang had put together a system to produce replica £20 and £50 notes, prompting the Bank of England to remove £260,000 of counterfeit notes from circulation.



**January 2012**

A multi-agency task force, led by the City of London Police, acts on NFIB intelligence to disrupt an organised crime gang suspected of using 'money mule' accounts to launder their criminal gains.

Operation Ozone was the first of its kind to originate from the Economic Crime Operations Group, established to support the delivery of the National Crime Agency.



**February 2012**

After only a month in operation the Insurance Fraud Enforcement Department is making waves, with detectives travelling across England and Wales to arrest suspected insurance fraudsters.

No case is too big or small for team with investigations into major car insurance fraud running alongside enquiries into opportunistic fraudsters making bogus claims for stolen cars, missing pets and burgled houses.



**March 2012**

The Gherkin is the venue as the force holds a stakeholder event to outline its economic crime business strategy.

Senior representatives from the City's business community heard about the force's plans around developing a national capability for policing economic crime, including establishing a National Fraud Academy and making better use of the National Fraud Intelligence Bureau.







# STATISTICS

TOTAL RECORDABLE CRIME  
City of London Police



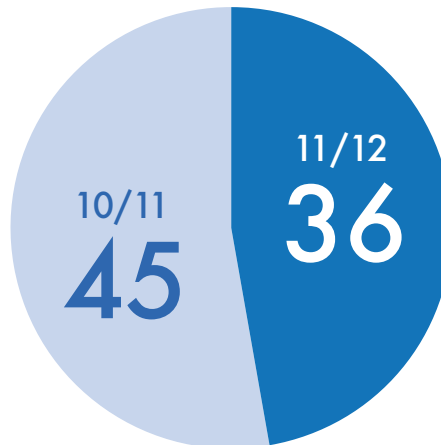
POSSESSION OF WEAPONS  
No. of offences



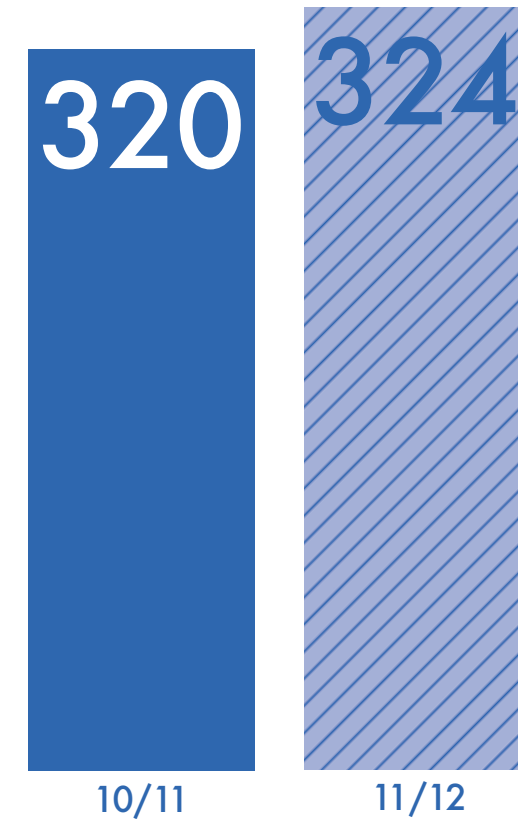
ECONOMIC CRIME  
Detection rate



VIOLENCE AGAINST THE PERSON  
HARASSMENT (protection from harassment)



THEFT FROM A PERSON  
No. of offences



## HOME OFFICE RECORDABLE CRIME

Violence Against the Person	No. of offences		No. of detections	
	10/11	11/12	10/11	11/12
Murder	0	0	0	0
Attempted murder	0	1	0	0
Causing death by dangerous driving	1	1	1	0
Threat or conspiracy to murder	0	1	1	0
Manslaughter	0	1	0	1
GBH with/without intent	37	34	18	20
Assault with less serious injury	249	218	105	114
Racially aggravated ABH	1	5	1	3
Possession of weapons	30	31	30	30
Harassment (Protection from harassment)	45	36	20	11
Racially aggravated harassment	7	1	4	2
Public fear, alarm or distress	130	97	79	63
Racially aggravated public fear, alarm or distress	47	37	30	16
Assault without injury on police	16	18	15	17
Assault without injury	140	203	69	100
Racially aggravated assault without injury	2	11	3	8
Poisoning or Female Genital Mutilation	1	0	0	0
Cruelty/neglect of children	0	0	1	0

Burglary	No. of offences		No. of detections	
	10/11	11/12	10/11	11/12
Burglary – dwelling	38	32	5	3
Burglary – non dwelling	234	264	53	59

Theft and handling stolen goods	No. of offences		No. of detections	
	10/11	11/12	10/11	11/12
Aggravated vehicle taking	3	0	2	1
Theft from a person	320	324	10	18
Theft from a dwelling (other than from meter)	3	2	0	0
Theft by an employee	43	34	30	24
Theft of mail	14	2	1	0
Abstracting electricity	0	0	0	0
Theft of pedal cycles	421	459	28	32
Theft from motor vehicles	170	119	19	23
Theft from shops	802	742	473	414
Theft from automatic machines/meters	59	12	9	7
Theft or unauthorised taking of a motor vehicle	89	73	12	15
Interference with motor vehicles	5	2	2	1
Profiting from proceeds of crime	91	12	79	12
Other thefts	1,688	1,914	79	215
Handling stolen goods	26	16	22	17

## HOME OFFICE RECORDABLE CRIME – Continued

### Criminal Damage

	No. of offences		No. of detections	
	10/11	11/12	10/11	11/12

Criminal damage (exc. arson)	195	231	66	66
Arson	1	3	0	2

### Robbery

	10/11		11/12	
	10/11	11/12	10/11	11/12

Personal Property	37	43	9	14
Business Property	6	3	5	1

### Sexual Offences

	10/11		11/12	
	10/11	11/12	10/11	11/12

Rape of female 16 or over	5	1	0	1
Rape of a male 16 and over	1	0	0	1
Sexual assault on female 13 or over	18	25	7	5
Sexual assault on male 13 or over	3	2	2	1
Exploitation of prostitution	3	0	1	1
Exposure and voyeurism	8	7	3	0
Sexual activity involving a child under 16	1	0	0	2
Abuse of position of trust of a sexual nature	0	0	0	0

### Fraud and Forgery

	No. of offences		No. of detections	
	10/11	11/12	10/11	11/12

Fraud by false representation (cheque and credit card fraud)	34	25	34	9
Fraud by false representation (other)	299	128	206	80
Failure to disclose information	2	0	2	1
Obtain services dishonestly	1	4	2	2
Articles for use in fraud	89	55	53	18
Other fraud	62	22	56	17
Forgery and counterfeiting	54	39	52	27
Fraudulent use of vehicle excise	7	2	4	3
Abuse of position of trust	37	15	30	17

### Drug Offences

	10/11		11/12	
	10/11	11/12	10/11	11/12

Trafficking in controlled drugs	16	27	17	21
Possession of controlled drugs (excluding cannabis)	152	133	139	131
Possession of controlled drugs (cannabis)	522	543	509	523
Other drug offences	1	3	0	3

## HOME OFFICE RECORDABLE CRIME – Continued

Other Recordable Offences	No. of offences		No. of detections		Home Office Recorded Crime Total	10/11	11/12
	10/11	11/12	10/11	11/12			
Going equipped	30	23	23	24	Recorded	6,374	6,119
Blackmail	4	4	0	3	Detected	2,471	2,250
Kidnapping	0	4	0	1	% sanction detections	38.8	36.8
Riot	0	0	0	0			
Violent disorder	2	0	2	0			
Other offences against the state or public order	38	43	19	32			
Immigration offences	0	0	0	0			
Perverting the course of justice	6	8	6	5			
Absconding from lawful custody	0	0	0	0			
Firearms offences	4	4	4	4			
Customs & revenue offences	0	0	0	0			
Bail offences	0	0	0	0			
Trade descriptions offences	6	3	6	2			
Obscene publications etc	4	2	4	1			
False misleading statements	4	1	2	0			
Dangerous driving	2	8	3	6			
Adulteration of food	0	0	0	0			
All other recordable offences	8	6	4	0			

## ECONOMIC CRIME

	09/10	10/11
New crime investigation	336	336
Crime investigations carried over to the following year	290	290
Enquiries on behalf of overseas law enforcement	98	98
Arrests	408	408
Confiscation orders	£4,656,130	£4,656,130
Cash forfeiture orders	£36,117*	£36,117*
Number of fraud trials (inc SFO and other partner cases)	50	50
Number of defendants	143	143
Convictions	117	117
% Detection rate	83	83
Average term of imprisonment	31.5 months	31.5 months

## ARRESTS ARISING FROM ANPR<sup>†</sup> ACTIVATION

	10/11	11/12
Uniform/CID	156	145

\*Cash seized and detained but yet to be made subject of a formal forfeiture order £288,794

<sup>†</sup>Automatic Number Plate Recognition

## DRUG OFFENCES

Disposal of drug offences (by offender)	No. of detections	
	10/11	11/12
Charges	98	129
Cautions/reprimand/final warning	165	191
Cannabis warning	382	370

As one person can be sanctioned for more than one crime – the total here will not equal the total sanctions reported above.

## ASSAULTS ON POLICE OFFICERS IN CITY OF LONDON

	10/11	11/12
Sec 18 GBH	0	0
Sec 20 GBH	0	0
Sec 38 Assault	0	0
Sec 47 Assault	0	0
Police Act 96 Sec 89 (1) Assault	16	18

## TRAFFIC PROSECUTIONS

	10/11	11/12
Persons subject to written warnings	287	885
Vehicle defect rectification scheme notices issued (option to repair or be prosecuted)	672	287
Endorsable penalty tickets issued	1,838	1,321
Non-endorsable tickets issued	4,469	4,197

### CAMERA DETECTED OFFENCES – SPEED & ATS

Number of offences	23,371	19,065
Conditional offers made	6,072	4,566
Accepted offers	4,769	4,491

### REPORTABLE ROAD TRAFFIC CASUALTY COLLISIONS

Fatal collisions	1	1
All other injury collisions	351	429

## PUBLIC ORDER AND SPECIAL OCCASIONS

	10/11	11/12
Operations	828	828
Marches	1	1
Demonstrations/picketing at industrial disputes	84	84
Visits by members of the Royal Family to the City	62	62
VIP protection for persons other than the Royal Family	13	13
High value cargo escorts	91	91

## ISSUE AND USE OF FIREARMS

	10/11	11/12
Officers authorised to use firearms	53	52
Operations where persons known or believed to be armed	64	64

## PROTECTION

	10/11	11/12
(1) Persons	65	73
(2) Property eg premises and valuable goods in transit	91	58
Incidents in which firearms were discharged (other than in training)	1	0

## POLICE AND CRIMINAL EVIDENCE ACT 1984 – Section 5 by self-defined ethnicity

### Number of searches by reason for search (1)

ETHNIC GROUP		Stolen Property		Drugs		Firearms		Offensive Weapons		Going Equipped		Criminal Damage		Other		Total	
Main	Sub-group	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12
White	British	541	385	895	507	14	11	43	34	104	73	11	12	9	4	1617	1026
	Irish	19	19	23	19	1	1	0	4	4	2	0	0	0	1	47	46
	Other	500	496	430	272	3	6	18	28	87	63	9	0	10	4	1057	869
Mixed	White and Black Caribbean	31	17	52	46	2	4	8	6	8	8	3	0	0	0	104	81
	White and Black African	12	5	13	13	1	0	2	0	3	1	1	0	0	0	32	19
	White and Asian	3	1	11	10	0	0	0	1	1	2	1	0	0	0	16	14
	Other	10	13	44	23	0	1	2	0	2	2	0	0	0	0	59	39
Asian or Asian British	Indian	26	24	72	47	5	0	2	3	3	0	0	0	3	2	111	76
	Pakistani	37	16	111	71	5	4	3	1	5	4	0	0	0	0	161	96
	Bangladeshi	116	66	236	189	10	4	21	4	15	14	0	0	8	2	406	279
	Other	28	24	47	51	4	4	2	8	4	0	2	2	1	1	88	89
Black or Black British	Caribbean	99	69	166	131	31	7	15	16	10	10	1	1	3	5	325	238
	African	145	64	114	102	23	5	12	13	27	10	4	4	2	1	327	198
	Other	19	21	46	44	7	1	5	8	5	3	0	1	0	0	83	78
Chinese or other	Chinese	4	4	15	7	0	0	1	1	1	1	0	0	0	0	21	13
	Other	8	6	16	8	0	0	1	2	3	0	0	0	0	0	30	16
Not stated	350	300	378	224	185	12	8	37	32	58	34	5	5	6	7	642	546
Vehicle only searched		11	2	0	0	0	0	0	0	-	0	-	0	-	1	13	3
<b>Total</b>		<b>1,909</b>	<b>1,510</b>	<b>2,515</b>	<b>1,725</b>	<b>119</b>	<b>56</b>	<b>172</b>	<b>161</b>	<b>340</b>	<b>227</b>	<b>38</b>	<b>17</b>	<b>46</b>	<b>30</b>	<b>5139</b>	<b>3726</b>

## POLICE AND CRIMINAL EVIDENCE ACT 1984 – Section 5 persons and vehicles searched

### Number of arrests resulting from searches by reason for arrest

ETHNIC GROUP		Stolen Property		Drugs		Firearms		Offensive Weapons		Going Equipped		Criminal Damage		Other		Total	
Main	Sub-group	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12	10/11	11/12
White	British	65	43	41	30	0	1	4	2	11	4	3	3	42	33	166	116
	Irish	1	3	1	1	0	0	0	0	1	0	1	0	5	2	9	6
	Other	47	53	18	14	0	2	3	5	7	8	4	0	40	29	119	111
Mixed	White and Black Caribbean	2	4	4	2	0	0	0	0	2	1	2	0	3	3	13	10
	White and Black African	3	1	0	0	0	0	0	0	1	0	0	0	2	1	6	2
	White and Asian	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0
	Other	0	2	1	1	0	0	1	0	0	0	0	0	3	1	14	4
Asian or Asian British	Indian	4	4	4	1	0	0	0	0	0	0	0	0	5	4	13	9
	Pakistani	8	2	4	5	0	0	2	0	0	0	0	0	7	3	21	10
	Bangladeshi	9	4	13	13	0	0	0	0	2	0	1	0	16	5	41	22
	Other	3	2	3	2	0	0	0	0	0	0	1	0	5	2	12	6
Black or Black British	Caribbean	14	6	7	12	0	0	0	0	2	0	0	0	10	9	33	27
	African	19	3	7	5	0	0	0	0	1	1	1	0	14	11	42	20
	Other	2	3	0	2	0	0	0	0	0	0	0	0	3	1	5	6
Chinese or other	Chinese	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
	Other	2	0	0	1	0	0	1	0	0	0	0	0	2	2	6	1
Not stated		41	26	13	6	0	0	2	0	9	3	2	1	49	50	116	86
Vehicle only searched			0								-		-		-	0	0
<b>Total</b>		<b>221</b>	<b>156</b>	<b>117</b>	<b>95</b>	<b>-</b>	<b>3</b>	<b>13</b>	<b>7</b>	<b>36</b>	<b>17</b>	<b>15</b>	<b>4</b>	<b>206</b>	<b>154</b>	<b>872</b>	<b>436</b>



## PERSONS AND VEHICLES SEARCHED TERRORISM ACT 2000 SECTION 44

### Stops and searches of VEHICLE and OCCUPANTS in order to prevent acts of terrorism (by self-defined ethnicity)

Ethnic group		Searches		Arrests in connection with terrorism		Arrests for other reasons	
		10/11	11/12	10/11	11/12	10/11	11/12
Main Sub-group		10/11	11/12	10/11	11/12	10/11	11/12
<b>White</b>	British	395	0	0	0	-	-
<b>Irish</b>		5	0	0	0	-	-
<b>Other</b>		166	0	0	0	1	0
<b>Mixed</b>	White and Black Caribbean	10	0	0	0	-	-
	White and Black African	4	0	0	0	-	-
	White and Asian	4	0	0	0	-	-
	Other	10	0	0	0	-	-
<b>Asian or Asian British</b>	Indian	22	0	0	0	-	-
	Pakistani	20	0	0	0	-	-
	Bangladeshi	17	0	0	0	-	-
	Other	24	0	0	0	1	0
<b>Black or Black British</b>	Caribbean	38	0	0	0	-	-
	African	31	0	0	0	-	-
	Other	7	0	0	0	-	-
<b>Chinese or other</b>	Chinese	8	0	0	0	-	-
	Other	6	0	0	0	-	-
<b>Not stated</b>		45	0	0	0	1	0
<b>Vehicle only searched</b>		2	0	0	0	-	-
<b>Total</b>		814	0	0	0	3	0

## PERSONS AND VEHICLES SEARCHED TERRORISM ACT 2000 SECTION 44

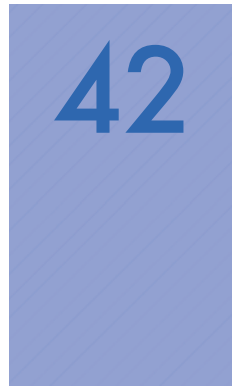
### Stops and searches of PEDESTRIANS in order to prevent acts of terrorism (by self-defined ethnicity)

Ethnic group		Searches		Arrests in connection with terrorism		Arrests for other reasons	
		10/11	11/12	10/11	11/12	10/11	11/12
Main Sub-group		10/11	11/12	10/11	11/12	10/11	11/12
<b>White</b>	British	36	0	0	0	0	0
<b>Irish</b>		0	0	0	0	0	0
<b>Other</b>		45	0	0	0	1	0
<b>Mixed</b>	White and Black Caribbean	0	0	0	0	0	0
	White and Black African	2	0	0	0	0	0
	White and Asian	0	0	0	0	0	0
	Other	1	0	0	0	0	0
<b>Asian or Asian British</b>	Indian	19	0	0	0	1	0
	Pakistani	10	0	0	0	0	0
	Bangladeshi	12	0	0	0	1	0
	Other	11	0	0	0	0	0
<b>Black or Black British</b>	Caribbean	6	0	0	0	1	0
	African	6	0	0	0	1	0
	Other	3	0	0	0	0	0
<b>Chinese or other</b>	Chinese	5	0	0	0	0	0
	Other	1	0	0	0	0	0
<b>Not stated</b>		15	0	0	0	2	0
<b>Vehicle only searched</b>							
<b>Total</b>		172	0	0	0	7	0

### BURGLARY - NON DWELLING

10/11 **234** 11/12 **264**

ENQUIRIES ON  
BEHALF OF  
OVERSEAS LAW  
ENFORCEMENT  
(MLAT)



10/11



11/12

### PERSONS AND VEHICLES SEARCHED

#### Criminal Justice and Public Order Act 1994 Section 60 Searches in Anticipation of Violence

Ethnic group	Searches		Arrests offensive weapons		Arrests for other reasons	
	10/11	11/12	10/11	11/12	10/11	11/12
Main Sub-group	10/11	11/12	10/11	11/12	10/11	11/12
<b>White</b>						
British	1	10	0	0	0	1
<b>Irish</b>	0	0	0	0	0	0
<b>Other</b>	0	19	0	0	0	1
<b>Mixed</b>						
White and Black Caribbean	1	0	0	0	0	0
White and Black African	0	0	0	0	0	0
White and Asian	0	0	0	0	0	0
Other	0	3	0	0	0	0
<b>Asian or Asian British</b>						
Indian	1	1	0	0	0	0
Pakistani	1	1	0	0	0	0
Bangladeshi	3	0	0	0	0	0
Other	0	2	0	0	0	0
<b>Black or Black British</b>						
Caribbean	1	22	0	0	0	0
African	0	8	0	0	0	0
Other	1	8	0	0	0	0
<b>Chinese or other</b>						
Chinese	0	0	0	0	0	0
Other	0	0	0	0	0	0
<b>Not stated</b>	0	14	0	0	0	0
<b>Vehicle only searched</b>	0	0	0	0	0	0
<b>Total</b>	9	88	0	0	0	2

## HUMAN RESOURCES

HEAD COUNT		White or White British		Mixed		Black or Black British		Asian or Asian British		Chinese/ Chinese British or other ethnic minority group		Not Stated		Total
		M	F	M	F	M	F	M	F	M	F	M	F	
<b>Police</b>	ACPO	3	0	0	0	0	0	0	0	0	0	0	0	3
	Chief Superintendent	6	0	0	0	0	0	0	0	0	0	0	0	6
	Superintendent	10	1	0	0	0	0	0	0	0	0	0	0	11
	Chief Inspector	11	3	0	0	2	1	0	0	0	0	0	0	17
	Inspector	49	9	1	0	0	0	0	0	0	0	1	0	60
	Sergeant	106	30	1	0	1	0	1	0	0	0	0	0	140
	Constable	428	128	8	4	4	4	15	2	1	2	1	0	596
<b>Sub Total</b>	<b>613</b>	<b>171</b>	<b>10</b>	<b>4</b>	<b>7</b>	<b>5</b>	<b>16</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>833</b>	
<b>Special Constables</b>	60	27	0	0	3	0	7	0	1	0	0	0	99	
<b>Support Staff</b>	ACPO	0	0	0	0	1	0	0	0	0	0	0	0	1
	PCSO	19	12	0	1	1	0	3	3	0	0	0	0	39
	Staff	94	116	3	3	11	17	8	16	2	4	0	0	274
	Supervisor	8	8	0	0	0	3	-	0	3	0	0	0	23
	Manager	17	19	0	1	2	1	1	0	0	0	0	0	41
<b>Sub Total</b>	<b>138</b>	<b>155</b>	<b>3</b>	<b>6</b>	<b>15</b>	<b>21</b>	<b>12</b>	<b>19</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>378</b>	
<b>Volunteers</b>	9	10	0	2	0	0	0	0	1	1	0	0	24	

### CIVILIAN SUPPORT STAFF – sickness absence

Absences due to sick leave	508
Working days lost	2,813
Average strength	388
Average number of days lost per member of CSS	7.3

### POLICE – sickness absence

Absences due to sick leave	662
Working days lost	4,028
Average strength	861
Average number of days lost per officer	4.7

## EXPENDITURE AND INCOME

EXPENDITURE	2010/11		2009/10			
	Latest approved budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
Premises-related expenses	3,586.0	3.7	3,512.0	3.6	3,203.0	3.1
Transport-related expenses	2,598.0	2.7	2,458.0	2.6	2,223.0	2.2
Supplies and services	11,303.0	11.6	10,694.0	11.2	12,007.0	11.9
Third-party payments	1,997.0	2.0	1,777.0	1.9	1,608.0	1.6
Central and other recharges	3529.0	3.6	3642.0	3.8	3572.0	3.5
Surplus transferred	0.0	0.0	0.0	0.0	6,758.0	6.7
Capital expenditure (inc. financing costs)	1471.0	1.5	1131.0	1.2	2477.0	2.5
Contingencies	150.0	0.2	0.0	0.0	0.0	0.0
<b>Total other expenditure</b>	<b>24,634.0</b>	<b>25.3</b>	<b>23,214.0</b>	<b>24.3</b>	<b>31,848.0</b>	<b>31.5</b>
Employees (inc. pensions)	72,897.0	74.7	72,416.0	75.7	69,400.0	68.5
<b>Total expenditure</b>	<b>97,531.0</b>	<b>100.0</b>	<b>95,630.0</b>	<b>100.0</b>	<b>101,248.0</b>	<b>100.0</b>

INCOME	2010/11		2009/10			
	Last approved budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
Home Office revenue grants (Principal Formula and SSA)	62,349.0	64.0	62,349.0	65.2	61,389.0	60.6
Police Authority	4,900.0	5.0	4,900.0	5.1	5,203.0	5.1
<b>Total basic income</b>	<b>67,249.0</b>	<b>69.0</b>	<b>67,249.0</b>	<b>70.3</b>	<b>66,592.0</b>	<b>65.7</b>
Other Home Office revenue grants	18,140.0	18.6	18,136.0	19.0	22,755.0	22.5
Other grants, reimbursements and contributions	7,587.0	7.8	7,148.0	7.4	7,494.0	7.4
Surplus transferred	1,808.0	1.9	51.0	0.1	0.0	0.0
Customer, client receipts and recharges	1,711.0	1.7	2,010.0	2.1	1,991.0	2.0
Home Office capital grant/capital receipt	1,036.0	1.0	1,036.0	1.1	2,416.0	2.4
<b>Total income</b>	<b>97,531.0</b>	<b>100.0</b>	<b>95,630.0</b>	<b>100.0</b>	<b>101,248.0</b>	<b>100.0</b>

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<b>Committee(s):</b> Police	<b>Date(s):</b> 11 <sup>th</sup> July 2012
<b>Subject:</b> National Police Air Service	<b>Public</b>
<b>Report of:</b> Commissioner of Police  POL 41/12	<b>For Decision</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>A proposal for a National Police Air Service (NPAS) was presented to Chief Constables' Council in October 2010 with a main objective to realise savings nationally in the region of £12-15m per annum. On 27<sup>th</sup> March 2012, the Minister of State for Policing and Criminal Justice laid before Parliament a draft of The Police (Collaboration: Specified Function) Order 2012. This Order requires the police service to collaborate in the provision of air support through a single collaboration agreement.</p> <p>City of London Police (CoLP) is currently serviced by the MPS Air Support Unit at no cost but demand for its services in the City is low unless there is a public order event, which are generally pan London in any case. This will continue until the transition to the national service.</p> <p>The cost to CoLP for the use of the National Police Air Service will be £50,000 in 2012/13; £75,000 in 2013/14 and £50,000 in 2014/15. This will be top sliced from the capital grant and the Force's grant has already been top sliced for 2012/13.</p> <p>The Force and the Comptroller and City Solicitor have already reviewed a draft of the S22a Collaboration agreement, the latter on behalf of the Authority, and it is anticipated the final agreement will be received in late June for further review and sign off.</p> <p><b>Recommendations</b></p> <p>It is therefore recommended that:</p> <ol style="list-style-type: none"> <li>i) Members note that under the requirement of the Police (Collaboration: Specified Function) Order 2012 for the creation of a National Air Service, that the Force is obliged to comply in this respect.</li> <li>ii) The Committee instructs the Comptroller and City Solicitor to sign the S22a Collaboration Agreement on behalf of the authority.</li> </ol>	

## **Main Report**

### **Background**

1. A proposal for a National Police Air Service (NPAS) was presented to Chief Constables' Council in October 2010. The proposal was based on reorganising the delivery of air support across England and Wales to provide a better balance between urban and rural demand, with increased aircraft availability and opportunities for significant savings expected to be in the region of £12-15 million each year. It was agreed at Chief Constables' Council to endorse a 20 base model which has been revised to a 22 base model following further consultation with individual police forces and police authorities.
2. On the 31<sup>st</sup> January 2012, the Policing Minister laid a Written Ministerial Statement in Parliament announcing the publication of the Police Grant for 2012/13. Within the statement, the Minister explained that the decision has been taken to top-slice the police capital grant as outlined in the provisional police grant report dated 8<sup>th</sup> December 2011. Nationally, this amounts to £10.8 million in 2012/13; £13.0 million in 2013/14; and £9.7 million in 2014/15.
3. On Tuesday 27<sup>th</sup> March 2012, the Minister of State for Policing and Criminal Justice laid before Parliament a draft of The Police (Collaboration: Specified Function) Order 2012. This Order requires the police service to collaborate in the provision of air support through a single collaboration agreement.

### **Current Position**

4. The City of London Police currently has the support of the Metropolitan Police Service (MPS) Air Support Unit at no cost. However, this is not a formalised arrangement. Its use is normally linked to Public Order/ Protest events, a greater proportion of which are Pan London events. Other than for pan London public order events, the MPS has historically provided assistance on a very low scale to CoLP as the City does not often have the demand for the service. The Air Support from MPS will continue until the transition to the new arrangement takes place. Bases that will cover London will be at Redhill, Lippets Hill, Essex and RAF Benson (currently Thames Valley Police base). The Essex Helicopter is currently being re-fitted to



provide a downlink to London (MPS/ City) Police Control Rooms. A national deployment criterion is currently being negotiated.

5. The Force is committed to a transition to using the National Air Support Services, as mandated in The Police (Collaboration: Specified Function) Order 2012. The Service will commence in October 2012 with a full rollout by 2014.

### **Financial and legal implications**

6. The cost to CoLP for the use of the National Police Air Service will be £50,000 in 2012/13; £75,000 in 2013/14 and £50,000 in 2014/15. This will be top sliced from the capital grant and the Force's grant has already been top sliced for 2012/13. The Home Office is providing £4 million capital to assist in set up costs of fleet, infrastructure, bases and IT support. However, there is likely to be an additional revenue cost to the Force going forward. The amount is not known at this stage but the NPAS Project Lead has indicated that it will be based on use of the service, which for the City, is likely to be low.
7. Chief Constable Alex Marshall - Hampshire Police, who is the national lead, has indicated the intention to present a new funding mechanism at Chief Constables Council in the near future which will commence post 2015 to coincide with the next CSR period.
8. Approximately £3.7m savings have already been realised nationally by reducing fleet and it is anticipated that up to £7.5m will be realised later in the year when a number of bases are taken out of service.
9. A draft of the S22a collaboration agreement was sent out in March 2012 to all policing bodies for a four week consultation period. The Comptroller and City Solicitor reviewed what was at the time and incomplete and interim draft agreement on behalf of the Police Authority and gave feedback accordingly. The final collaboration agreement will set out clearly the arrangements for governance, accountability and performance management within NPAS and is expected to be received by forces and authorities in late June 2012.
10. The Force and the Authority will be required to sign the S22a collaboration agreement for the service 'go live' date in October 2012.

## **Recommendation**

11. It is therefore recommended that:

- i) Members note that under the requirement of the Police (Collaboration: Specified Function) Order 2012 for the creation of a National Air Service, that the Force is obliged to comply in this respect.
- ii) The Committee instructs the Comptroller and City Solicitor to sign the S22a Collaboration Agreement on behalf of the authority.

## **Conclusion**

12. The decision to create a National Air Service for the Police has been made with a view to increasing efficiency and making significant savings for the police service nationally. Forces are required to sign up to the service as a result of the Police (Collaboration: Specified Function) Order 2012 which requires the police service to collaborate in the provision of air support through a single collaboration agreement.

### **Contact:**

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<b>Committee(s):</b> Police	<b>Date(s):</b> 11 <sup>th</sup> July 2012
<b>Subject:</b> Collaboration- City First Change Programme	<b>Public</b>
<b>Report of:</b> Commissioner of Police POL 40/12	<b>For Information</b>
<b><u>Summary</u></b>	
<p>This report presents an specific update on the collaboration elements of the City First Change Programme, the City of London Police (CoLP) change programme, and outlines the next steps.</p> <p>The Force is pursuing opportunities to collaborate further with the City of London (CoL) in the areas of non-emergency call handling, Occupational Health and some aspects of HR Services. Members received a report of the Town Clerk and Commissioner of Police on progress in relation to this at your April Committee. The Force is also examining collaboration options with British Transport Police (BTP) in Scientific Support Services, Learning and Development, Custody, firearms training, police dog services and Professional Standards. CoLP is also looking at the potential to formalise some existing arrangements with the Metropolitan Police Service (MPS) and additionally, to enter into an agreement with the ECIS (East Coast IT Services) consortium of police forces for the provision of IT systems.</p> <p>A Collaboration Board has been established to coordinate the collaboration work and reports to the City First Programme Board. The Collaboration Board is chaired by Commander Dyson and membership includes Mr Ignacio Falcon representing the Town Clerk's office and Mr Mike Braude from the City Solicitors Department.</p> <p>The precise level of savings to be achieved from collaboration and the likely costs associated with it are still to be determined with the preference being to share or offset services rather than cross charge for provision.</p> <p>Collaboration with the CoL for the provision of Occupational Health Services is expected to be finalised by October 2012. It is envisaged that other arrangements with the CoL, BTP and MPS, if approved</p>	

would be implemented in the early part of 2013.

**Recommendations:**

It is recommended that your Committee receives this report and note its contents.

**Main Report**

**Background**

1. The City First Change Programme is considering collaborative arrangements in the context of the severe budget challenge facing the force and the ambition to continue to deliver high performance and grow national capability in economic crime. All potential collaboration opportunities have been considered including those similar to arrangements being adopted by other forces across the country. City of London Police (CoLP) has assessed options against the cost, benefit and risk associated with each function and benchmarked with other forces where appropriate.
2. Research carried out by the City First Collaboration Team has revealed a wide range of potential options for CoLP to collaborate with other organisations and these have been presented to the City First Programme Board chaired by the Commissioner. Following an assessment, a number were selected for further development. A Collaboration Board was established to direct and oversee the work and report to the City First Programme Board. The Board meets monthly and is chaired by Commander Dyson and comprises senior members of the Force with Mr Ignacio Falcon representing the Town Clerk's office and Mr Mike Braude for the Comptroller and City Solicitors.
3. Data has been collected on each of the selected options and has been subjected to a robust challenge process by the Collaboration Board and the Commissioner. This has resulted in some options being discounted and others being examined in greater detail as shown below.

**Collaboration with the City of London Corporation (CoL)**

4. The City First Change Programme has identified potential areas for further collaboration with the CoL. Detailed work is progressing with the CoL to create a shared occupational health service. In addition, a pilot is being conducted to test the capability within CoL, to provide CoLP with non-

emergency call handling. Lastly, data is being collected to fully assess the option to share services for some aspects of Human Resources Services.

### **Collaboration with the British Transport Police (BTP)**

5. CoLP is engaged in detailed discussions with BTP, with a view to BTP taking the lead for provision of 'Scientific Support Services' and 'Learning and Development' for the two forces. An option is being explored whereby CoLP might offset the cost of such services by providing BTP with firearms training; custody facilities and office accommodation. An option for CoLP and BTP to create a joint Professional Standards Unit is being explored whilst a proposal for sharing police dog services in London is to be revisited after the London Olympic Games.

### **Collaboration with the MPS**

6. The Collaboration Team is in the process of reviewing all formal and informal arrangements with the MPS to establish if these are fit for purpose, offer good value for money and then to make recommendations as to whether these arrangements should be incorporated into formal collaboration agreements or not. The CoLP will also introduce a process to better monitor the cross border deployment of resources as part of a collaboration agreement.

### **Collaboration with East Coast IT Services (ECIS) for IT Provision**

7. The CoLP engaged consultants Keane International Ltd (now known as NTT Data) to conduct a comparison of three potential options for IT provision. Their report recommended that the ECIS collaboration offers the Force considerable benefits and the potential to gain efficiencies through the rationalisation of IT applications. A convergence strategy was subsequently developed, enabling the Force to conclude that the ECIS solution offers a feasible and cost effective way of improving CoLP IT services. Collaboration with the ECIS consortium is proposed as the Force's preferred option for IT and a full report is presented to your Committee today.
8. Members may wish to note that the relevant CoL departments have been consulted and engaged at relevant stages of this process, including with the Chamberlain's Department.

## **Costs and Savings**

9. Further data is being obtained to support business cases for the areas under consideration. When available this will provide clarity on the level of savings to be achieved from collaboration and the likely costs associated with the proposed arrangements. Subject to legal and other professional advice, the preference at this stage is to share or offset services rather than cross charge for provision.

## **Timescales**

10. Collaboration with the CoL for the provision of occupational health services is expected to be finalised by the end of 2012. It is envisaged that other arrangements with the CoL, BTP and MPS, if approved would be implemented in the early part of 2013.

## **Next Steps**

11. Between June and September 2012, the City First Collaboration Team will convert the preferred options into detailed business cases for change. This will include a plan that explains how the individual and collective proposals feed into the City First Change Programme implementation plan for the new policing model and the overall cost and savings associated with collaboration.

## **Engagement with City of London Corporation and the Police Committee**

12. The City First Collaboration Team continue to work in close liaison with colleagues at the CoL who are providing advice and assistance on aspects of a legal nature, HR and procurement issues relevant to collaboration.

## **Conclusion**

13. The City First Change Programme identified multiple opportunities for the CoLP to collaborate in the delivery of services. These have been distilled down and work is progressing to establish the true worth of these to enable informed decisions to be made.

### **Contact:**

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<b>Committee(s):</b> Police	<b>Date(s):</b> 11 <sup>th</sup> July 2012
<b>Subject:</b> HMIC report ‘A Step in the Right Direction’	<b>Public</b>
<b>Report of:</b> Commissioner of Police POL 46/12	<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>In January 2012, HMIC conducted a re- inspection of the Force’s arrangements for dealing with Anti-Social Behaviour. This was a further to an earlier inspection conducted in 2010. The outcome of this earlier inspection was reported to your Committee in October 2010 (Pol 56/10 refers).</p> <p>The HMIC Detailed Force Feedback (DFF) from the re-inspection in January 2012 was reported to your Performance and Resource Management Sub-Committee in May 2012, together with the resulting improvement plan (Pol 29/12 refers).</p> <p>On 21<sup>st</sup> June 2012 HMIC released their final report ‘A Step in the Right Direction’ which considers the progress made from the 2010 ASB Inspection.</p> <p>The HMIC report is predominantly positive and highlights that the City of London Police continues to provide a good service tackling anti-social behaviour and victim satisfaction remains above average for England and Wales. The report identifies two specific areas for improvement which are:</p> <ul style="list-style-type: none"> <li>• More could be done to tell the public what the police are doing to tackle ASB, and how well this is going.</li> <li>• The force should ensure that all control room staff adopt a consistent approach to the identification of repeat and vulnerable victims, and conduct adequate risk assessments when people first contact the police. This will help ensure that those callers who are most at risk of harm from ASB get the extra support they need</li> </ul> <p>These have been added to the existing improvement plan.</p> <p><b>Recommendations</b> It is recommended that Members note the contents of this report.</p>	

## Main Report

### **Background**

1. Her Majesty's Inspectorate of Constabulary (HMIC) undertook an re-inspection of Anti-Social Behaviour (ASB) for the City of London Police in January 2012. This was a further to an earlier inspection conducted in 2010. The outcome of this earlier inspection was reported to your Committee in October 2010 (Pol 56/10 refers). The fieldwork for the 2012 inspections was undertaken over a period of three days and HMIC also undertook a document review prior to coming into the Force for the fieldwork stage. An improvement plan was developed after the inspection in 2010 and has been monitored at a monthly ASB improvement meeting chaired by the Head of Territorial Policing.
2. The majority of areas for improvement from the Inspection in 2010 have been delivered and any outstanding areas have been carried forward for inclusion in the revised improvement plan for the 2012 inspection. This improvement plan was presented to your Performance and Resource Management Sub Committee in May 2012 (Pol 29/12 refers).

### **Current Position**

3. On 21<sup>st</sup> June 2012 HMIC released their report 'A Step in the Right Direction' which considers the progress made since the original 2010 inspection.
4. The force has received the report together with the force's individual report, the Ipsos MORI national report and the force's Ipsos MORI report.
5. HMIC notes the following:
  - City of London Police continues to provide a good service in tackling ASB.
  - Senior officers are well informed about ASB and ensure that appropriate action is taken to tackle it.
  - The force also has regular and effective meetings with partners, to discuss ASB and share information, and has introduced a written plan to ensure improvements in how it tackles the issue are on track.
  - The force is improving the way it records incidents by introducing a dedicated ASB IT system, together with a new practice which sees all reports entered onto an electronic incident management system. This means the force has a better understanding of what ASB is occurring in the City, and can manage cases more effectively.



- The force has introduced a dedicated ASB officer to coordinate record keeping, conduct risk assessments and manage low-risk incidents.

## **Areas for Improvement**

6. Two specific areas for improvement are identified:
  - More could be done to tell the public what the police are doing to tackle ASB, and how well this is going.
  - The force should ensure that all control room staff adopt a consistent approach to the identification of repeat and vulnerable victims, and conduct adequate risk assessments when people first contact the police. This will help ensure that those callers who are most at risk of harm from ASB get the extra support they need.

## **Conclusion**

7. The HMIC report ‘A Step in the Right Direction’ is predominantly positive and highlights that the City of London Police continues to provide a good service tackling anti-social behaviour. HMIC Steve Otter notes that: “Our review shows that City of London Police continues to provide a good service tackling anti-social behaviour, and victim satisfaction is above the national figure for England and Wales in several important areas. The force should be commended for this – especially as it comes against the backdrop of significant budget cuts across the Service.
8. Two specific areas of improvement have been identified and will be added to the current improvement plan, which was scrutinised by your Performance and Resource Management Sub-Committee in May 2012.

## **Background Papers:**

Pol 56/10

Pol 29/12

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<b>Committee:</b> Police	<b>Date:</b> 11 <sup>th</sup> July 2012
<b>Subject:</b> Stop and Account	<b>Public</b>
<b>Report of:</b> Commissioner of Police POL 44/12	<b>For Information</b>

### Summary

This report to your Committee is in relation to national changes recommended for the recording of Stop and Search and Stop and Account by the Home Office.

From 7th March 2011 the Home Office removed the national requirement to record stop and account, in order to reduce police bureaucracy. Instead, they allowed police forces to make a local decision based on evidence and consultation as to whether recording stop and account should continue in that force area.

On this basis, the City of London Police completed a process to examine whether or not it should continue with stop and account and through 2011 and early 2012 considered a number of reports at its Force Strategic Management Board (SMB). The process that the Force undertook included consultation with a number of groups, including the Independent Advisory Group (IAG); consideration of consultation undertaken by the Metropolitan Police Service (MPS); consideration of decisions made in other forces; an equality impact assessment by the EDHR unit and finally, consideration of options to reduce bureaucracy associated with the process of stop and account.

Having considered all the elements from the process, the Force made the decision at its February SMB meeting to continue with stop and account, but with a reviewed form which would result in a reduction in bureaucracy and time spent by the individual stopped.

Technical solutions to record stop and account are still being explored nationally.

The Force is in the process of convening a community monitoring group, which will monitor the impact of stop encounters, identify trends and any underlying issues, and help promote good practice by CoLP Officers. It is intended that this group will report any significant concerns to the Commissioner, with recommendations for action.

## **Recommendations**

It is recommended that members receive this report and note its contents.

## **Main Report**

### **Background**

1. The recording of stop and account arose from Recommendation 61 of the Stephen Lawrence inquiry Report in 1999. This placed an obligation on police forces to provide people stopped with a credible reason and a written explanation at the time. Full roll out of this recommendation took place in 2003.
2. A 'stop and account' is where a police officer asks someone in a public place to account for themselves, that is, to explain their actions, behaviour or presence in an area or to explain possession of something they may have but does not require a physical search of that person. A 'stop and search' is when a police officer physically searches a person, their clothes and anything they are carrying. These searches can only be carried out in accordance with statutory powers. They usually require the Officer to have "grounds " for the search, prior to its initiation. There is no such thing as a 'voluntary' stop or stop and search.
3. Since the introduction of the stop recommendation, the volume of stops recorded for the City of London Police has increased year on year. Between 1<sup>st</sup> September 2010 and 1<sup>st</sup> September 2011, the City of London Police (CoLP) recorded 7547 Stop and Accounts. This exceeds the volume for stop and search, which totalled 4147.<sup>1</sup>
4. The Crime and Security Act 2010 was drafted with a clear understanding that the bureaucracy of 'stop' activity could be significantly reduced, if individual forces were able to tailor the requirements according to local needs. This included forces considering the option to record these encounters via a technical solution.
5. The national recording requirement for 'stop and account' and 'stop and search' therefore changed. Individual Forces were to determine whether local concerns justified the continuance of recording 'stop and accounts'. From 7th March 2011 the Home Office removed the national requirement to record stop and account, in order to reduce police

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<sup>1</sup> Statistic from CoLP Management Information Unit (MIU)

bureaucracy. Instead, they allowed police forces to make a local decision based on evidence and consultation as to whether recording stop and account should continue in that force area.

### **City of London Police Position**

6. The number of complaints in the City for stop and accounts has always been low. In 2010, from 7547 stop and accounts undertaken, there were only 10 complaints received. This equates to a 0.13 % complaint rate (none of these were about disproportional use of the power).
7. Ten Forces nationwide have continued to record stop and account, including the City of London Police, Metropolitan Police and BTP. The latter have decided to record Stop and Account in London only.
8. A legal challenge is underway with Forces that have decided to dispense with stop and account, based on a lack of consultation with Police Authorities and Communities.
9. The Force went through a thorough process to consider the implications of continuing with, or ceasing stop and account. The Force Strategic Management Board considered a number of reports and considered consultation, equality impact assessment and consideration of options to reduce bureaucracy. The details of this process are outlined below.

### **Consultation**

10. The Force has consulted with the Independent Advisory Group (IAG). They expressed a view that members of the public in this force area, having been stopped and satisfactorily accounted for their presence and movements, would be generally very unhappy about having to be kept longer in order to provide details for the officer to record on the relevant Form.
11. The Race and Equality tactical Group (now EDHR group) were consulted. Members expressed concerns that the existing method of stop and account could actually create a barrier between the Police and the community, due to the time and bureaucracy in filling out details on the form.
12. A bespoke community “challenge” group was also convened with representatives from groups and ages most likely to be stopped by Police. This proved invaluable in determining tangible views, which

confirmed a very strong stance that the Force should *continue* with stop and account. However, this was supported by a view that the Force should also review its processes and forms in order to reduce bureaucracy and ultimately to reduce the time for which the individual was stopped.

13. The MPS carried out an extensive consultation programme, involving targeted groups, online questionnaires, workshops, youth panel meetings and internal staff surveys. On 26<sup>th</sup> September 2011, Kit Malthouse, the previous Chair of the then Metropolitan Police Authority (MPA), confirmed that the MPS would continue to record stop and account.

### **Equality Impact Assessment**

14. The Force's Equality Diversity and Human Rights (EDHR) Unit completed an equality impact analysis covering the issues surrounding stop and account. The Unit's assessment was based on the force's consultation, the extensive consultation carried out by the MPA, whilst also recognising wider consultation carried out by other Forces including Greater Manchester Police, Thames Valley Police and Leicestershire Constabulary.
15. The conclusion of the EDHR Unit's assessment and analysis found that cessation of the requirement to record stop and account would remove a means of public scrutiny or police accountability, in respect of the exercise of this power. It would remove the means of monitoring whether stop and account is used disproportionately against particular groups, and therefore there was a risk that discrimination may go undetected.
16. These concerns were articulated over a number of well evidenced and referenced pages in their assessment, and subsequently informed the recommendations which were placed before the force's Strategic Management Board.

### **Reducing bureaucracy**

17. A number of paperless solutions continue to be trialled across the UK, primarily utilising the airwave radio as a means of instantly recording, and in some cases actually transcribing the detail immediately and automatically, in an attempt to reduce the bureaucratic burden of front line officers on form filling.

18. It is clear that a longer-term solution is some way off; additionally any IT supporting infrastructure will have a cost implication, which will include start up costs and yearly licences. The Force has considered that any such commitment is not prudent in the current economic climate, but may have merit in due course and will be reviewed in time.

## **Decision**

19. Having gone through this process, in February 2012 the Force Strategic Management Board made an informed decision to continue with stop and account in the City of London. However, the Board agreed a recommendation that a new and much simpler form should be used for stop and account. The headings and required characteristics on the form are fewer and simpler, whilst ensuring that essential detail around age, ethnicity and sex is still recorded.
20. In support of the decision Learning and Development are rolling out two computer based training packages for both stop and account and stop and search. This will be consolidated by refresher training for all uniform groups re-inforcing the importance of the powers along with a focus on the reduced recording burden.

## **Future Governance**

21. Additional measures will be taken in relation to providing a more intelligence based approach to both stop and account and stop and search activity, in order to ensure that Officers are targeting issues which have links to the Force priorities and have been identified through the tasking process. Inspectors have been made more accountable for the 'Stop and Search and Stop and Account' activity of their staff.
22. The Force is in the process of introducing an extra layer of external scrutiny by setting up a community monitoring group, which will monitor the impact of stop encounters, identify trends and any underlying issues, help promote good practice by CoLP Officers, and help the Force to promote a positive view of stop powers within the wider community. Its proposed membership will include community members who have a connection to the City, alongside youth services representative from the London Muslim Centre, IAG Members, representatives of the London Probation Trust and the local Youth Offending Team. It is intended that this group will report any

significant concerns to the Commissioner, with recommendations for action.

### **Consultees**

32. At a one to one meeting on the 28<sup>th</sup> March 2012, the lead Member for EDHR was fully briefed on this process and the Force's decision by Supt. Dave Lawes, Uniform Policing Directorate and provided appropriate challenge on behalf of Members in this respect.

### **Conclusion**

33. Members should be reassured that the Force has gone through a robust process to consider whether to continue with stop and account and given necessary consideration to all the relevant elements in making the decision to continue, albeit with a reduced burden of bureaucracy.

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<b>Committee(s):</b> Police	<b>Date(s):</b> 11 <sup>th</sup> July 2012
<b>Subject:</b> City of London Police: Risk Register	<b>Public</b>
<b>Report of:</b> Commissioner of Police  POL 42/12	<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>The Strategic Risk Profile of the Force presents a picture of the risks that corporately impact on the Force as assessed by the senior management team. (SR= Strategic Risk)</p> <ul style="list-style-type: none"> <li>• SR 01: Inadequate response to terrorism within the City: Risk score Green;</li> <li>• SR 02: Reduction in public confidence in the Force as a result of terrorist attack against City: Risk Score Green;</li> <li>• SR 03: Inadequate management of a high profile event: Risk Score Green;</li> <li>• SR 04: Loss of Economic Crime Lead Force status: Risk Score Amber;</li> <li>• SR 05: Reduction of staff morale/well-being: Risk Score Amber;</li> <li>• SR 06: Failure to contain expenditure within agreed budgets: Risk Score Green;</li> <li>• SR 07: Increased dissatisfaction with quality &amp; delivery of service to community: Risk Score Green;</li> </ul> <p>Four further risks have been identified and over the next month these risks will be assigned owners and assessed so that appropriate management information on each area can be included within the Force strategic risk register. These are:</p> <ul style="list-style-type: none"> <li>• SR 08: Adverse Impact of Jubilee, Torch Relay, Olympic &amp; Paralympics Policing on Force capability</li> <li>• SR 09: Delivery of new Force estate</li> <li>• SR 10: Delivery of Fraud Academy</li> <li>• SR 11: Delivery of Policing Plan Priorities and Measures</li> </ul> <p><b>Recommendation</b></p> <p>It is recommended that your Committee notes the position of the risks listed within the register and their current assessment levels.</p>	

## **Main Report**

### **Background**

1. The Force Strategic Risk Register remains monitored on a quarterly basis by the Force Risk Assurance Group currently chaired by the Assistant Commissioner. The last meeting of this group took place on the 1<sup>st</sup> May 2012, where the risk profile of the Force was reviewed.

### **Current Position**

2. In accordance with the City of London Corporation's responsibilities as a police authority, it is appropriate that your Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force.
3. The Force has initiated a risk assurance process to provide oversight to the risk register cascade and to provide a forum for the Assistant Commissioner to actively question all risk registers within the Force and allow Directors to collectively assess their risks and control measures. This aims to provide a top-down and bottom-up approach to the management of risk within Force.
4. The assurance meetings have taken place on a quarterly basis since the 3<sup>rd</sup> May 2011. The last meeting to be held was chaired by the Assistant Commissioner on the 1<sup>st</sup> May 2012, where the Force risk profile for 2012/13 was reviewed and an approach for the management of risk agreed for the coming business year.
5. The strategic risk register is supported by a cascade of Directorate risk registers that provide oversight and assurance on the operational risk profile of the Force. Through the quarterly assurance process the Directorate Heads in discussion with the Assistant Commissioner will highlight additional risks for the attention of the Force risk register and provide information to amend the current Force risk profile, this will ensure the document remains current and reflects how the risk picture is influenced over time through changing circumstances. The Governance structure around the Force risk register is detailed below:
6. The current position of the risks within the Strategic risk register are detailed below:

## Force Risk Profile 2011/12 End of year position

Risk Detail		Current				Trend			Control Colour
Ref	Description	I	L	C	RM	I	L	C	
SR 01	Inadequate response to terrorism within the City	M	L	1	2	→	→	→	GREEN
SR 02	Reduction in public confidence in the Force as a result of terrorist attack against City	M	L	2	4	→	→	→	GREEN
SR 03	Inadequate management of a high profile event	M	L	2	4	→	→	→	GREEN
SR 04	Loss of Economic Crime Lead Force status	H	H	3	27	→	→	→	AMBER
SR 05	Reduction of staff morale/well-being	H	H	2	18	→	→	→	AMBER
SR 06	Failure to contain expenditure within agreed budgets	L	L	1	1	→	→	→	GREEN
SR 07	Increased dissatisfaction with quality & delivery of service to community.	M	L	2	4	→	→	→	GREEN

Key: I: Impact. L: Likelihood. C: Control. RM: Risk Matrix Score

7. These risks will be managed within the Force strategic risk register and through the completion of a risk strategy document that has been designed to more effectively link performance measures and action criteria to the planning process for the Force. There was no change in the risk scoring since the last review of the register with all risks remaining constant.
8. During the risk assurance meeting the risk profile for the Force was reviewed and it was determined that the Force should also review additional risks for consideration.
  - **SR 08:** Adverse Impact of Jubilee, Torch Relay, Olympic & Paralympics Policing on Force capability
  - **SR 09:** Delivery of new Force estate
  - **SR 10:** Delivery of Fraud Academy
  - **SR 11:** Delivery of Policing Plan Priorities and Measures
9. These have been defined as opportunity risk areas where the Force can benefit through effective management of the issues surrounding each risk area. Over the next month these risks will be assigned owners and assessed so that appropriate management information on each area can be included within the Force strategic risk register.

## **Significant Implications**

10. Robust implementation of risk management will help to ensure that the Force continues to comply with all of its obligations, statutory and non-statutory.

## **Conclusion**

11. The Force risk register continues to evolve as part of the wider Governance structure. Your Committee will continue to be informed of the Force's changing risk profile and any areas of rising concern.

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# Agenda Item 20

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