

Committee(s):	Date(s):	Item no.
Police Committee	27 April 2012	
Subject: Special Interest Area Scheme 2012/13	Public	
Report of: Town Clerk and Commissioner of Police	For Decision	
<p><u>Summary</u></p> <p>This report sets out arrangements for the Police Committee Special Interest Area (SIA) Scheme for 2012/13 and requests Members to confirm appointments to each of the areas. The Scheme (attached at Appendix A) informs of key developments in each of the areas over the past year, highlighting where Member involvement has made a difference. It also gives an overview of the priorities for each special interest area over the next twelve months to assist the individual Lead Members to better scrutinise progress and measure success.</p> <p>Recommendations</p> <p>It is recommended that:-</p> <p>(a) the Special Interest Area Scheme 2012/13 (attached at Appendix A) be agreed, noting in particular;-</p> <p style="padding-left: 40px;">a. the achievements in the year 2011/12,</p> <p style="padding-left: 40px;">b. the key priorities identified for the year 2012/13,</p> <p style="padding-left: 40px;">set out in the respective area reports;</p> <p>(b) Lead Members be appointed for each area in the Scheme.</p>		

Main Report

Background

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

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

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

Current Position

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

Consultees

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

Conclusion

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

Background Papers:

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

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

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City of London Police Committee

Special Interest Area Scheme

2012/13

INTRODUCTION

Aims & Objectives

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

How the Scheme will work

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

THE 2012/13 SCHEME

Proposed changes

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

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

Business Improvement and Performance Management

Lead Member for 2011/12	Mark Boleat	
Officer contact	Supt. Lorraine Cussen	020 7601 2201

Business Improvement

Developments in 2011/12

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

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

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

HMIC VfM Support and Challenge

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

Performance Management

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

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

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

Milestones for 2012/13

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

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

Human Resources and Professional Standards

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

Human Resources 2011/12

Workforce Planning

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

Volunteers

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

Collaboration opportunities with strategic partners

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

Capability and attendance

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

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

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

2012/13

Support to the City First Change Programme

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

Collaboration

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

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

Professional Standards and Complaints Sub Committee:

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

Centurion:

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

City First Change Programme:

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

Legislation and Crime Commissioners:

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

HMIC 'Without Fear of Favour'

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

Organisational Learning Forum (OLF)

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

Winsor Report

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

Equality, Diversity and Human Rights (EDHR)

Lead Member for 2011/12

Alderman Alison Gowman

Officer contact

Insp Ashlie May, 020 7601 2570

Developments in 2011/12

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

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

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

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

In 2011/12, the force has also:

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

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

Milestones for the coming year 2012/13;

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

Counter-terrorism

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

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

Achievements in 2011/12

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

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

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

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

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

Challenges for 2012/13:

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

Specialist Crime (except Counter-terrorism and Public Protection)

Lead Member for 2011/12	Henry Pollard
Officer contact	Det Chief Supt Ken Steward, 020 7601 2301

Achievements in 2011/12

Central Detective Unit (CDU)

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

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

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

Public Protection Unit (PPU)

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

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

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

Covert Authorities Bureau

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

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

Surveillance Team and Technical Support Unit

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

Force Intelligence Bureau

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

Dedicated Source Unit

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

Scientific Support Unit

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

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

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

Criminal Justice Unit

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

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

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

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

Priorities for 2012/13:

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

Major Investigation Team (MIT)

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

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

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

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

Challenges for 2012/13.

Maintaining a high standard of criminal investigation with fewer resources.

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

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

Economic Crime / Fraud

Lead Member for 2011/12

Mark Boleat

Officer contact

Det Chief Supt Stephen Head, 020 7601 6801

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

Achievements in 2011/12:

Member involvement

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

Other ECD achievements 2011/12

Performance

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

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

Projects

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

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

Priorities for 2012/13:

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

City First Change Programme

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

Activity during 2011/12

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

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

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

Activity for 2012/13

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

Accomodation

Lead Member for 2011/12

Keith Knowles

Officer contact

Eric Nisbett, Director of Corporate Support, 020 7601 2202

Peter Young, Director of Corporate Property, 020 7332 3757

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

Achievements in 2011/12

Over the past year, the Force has: -

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

Priorities for 2012/13:

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

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

Risk Management

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

Achievements in 2011/12

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

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

Moving Forward

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

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

Community Engagement

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

Achievements in 2011/12

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

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

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

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

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

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

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

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

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

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

Key issues for 2012/13

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

Independent Custody Visiting Panel

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

Background

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

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

Organisation

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

Achievements in 2011/12

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

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

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

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

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

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

Priorities for 2012/13

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

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