



## Police Committee

**Date:** THURSDAY, 1 MARCH 2018  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

**Enquiries:** George Fraser  
tel. no.: 020 7332 1174  
[george.fraser@cityoflondon.gov.uk](mailto:george.fraser@cityoflondon.gov.uk)

**Next Meetings:**

12 April 2018      24 May 2018      12 July 2018      20 Sep 2018

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

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

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
  - a) **Police Committee (25 Jan 2018)**

To agree

**For Decision**  
(Pages 1 - 10)
  - b) **Performance and Resource Management Sub (1 Feb 2018)**

To receive

**For Information**  
(Pages 11 - 22)
  - c) **Economic Crime Board (2 Feb 2018)**

To receive

**For Information**  
(Pages 23 - 28)
4. **OUTSTANDING REFERENCES**

Report of the Town Clerk.

**For Information**  
(Pages 29 - 32)
5. **TERMS OF REFERENCE**

Report of the Town Clerk

**For Decision**  
(Pages 33 - 34)
6. **Q3 BUDGET MONITORING REPORT [TO FOLLOW]**

Joint report of the Chamberlain and the Commissioner of Police

*[This report was not available at the time of publication and will be circulated separately]*

**For Information**  
(Pages 35 - 42)

7. **DRAFT POLICING PLAN**  
Report of the Commissioner of Police

**For Decision**  
(Pages 43 - 74)

8. **CORPORATE PLAN**  
Report of the Commissioner of Police

**For Information**  
(Pages 75 - 80)

9. **SPECIAL INTEREST AREA UPDATES**

**For Information**

- a) **Road Safety and Casualty Reduction**  
Alderman Alison Gowman to be heard.

**For Information**

- b) **Economic Crime/Fraud**  
Simon Duckworth to be heard

**For Information**

- c) **Business Improvement & Change and Performance & Risk Management**  
Andrew Lentin to be heard

**For Information**

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

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

12. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

## **Part 2 - Non-Public Agenda**

13. **NON-PUBLIC MINUTES**

- a) **Police Committee (25 Jan 2018)**  
To agree

**For Decision**  
(Pages 81 - 90)

b) **Performance and Resource Management Sub (1 Feb 2018)**

To receive

**For Information**  
(Pages 91 - 92)

c) **Economic Crime Board (2 Feb 2018)**

To receive

**For Information**  
(Pages 93 - 96)

14. **NON-PUBLIC OUTSTANDING REFERENCES**

Report of the Town Clerk

**For Information**  
(Pages 97 - 102)

15. **NATIONAL ENABLING PROGRAMME - SUPPORT SERVICES CONTRACT**

Report of the Commissioner of Police

**For Decision**  
(Pages 103 - 108)

16. **NATIONAL ENABLING PROGRAMME - ACCOUNTABLE BODY**

Report of the Commissioner of Police

**For Decision**  
(Pages 109 - 114)

18. **RAIL DELIVERY GROUP (RDG) CONCESSIONARY TRAVEL ARRANGEMENT - OFFICER CONTRIBUTIONS 2018-19**

Report of the Commissioner of Police

**For Decision**  
(Pages 115 - 118)

19. **ACTION AND KNOW FRAUD CENTRE - CONTRACT SERVICE BUDGET**

Report of the Commissioner of Police

**For Decision**  
(Pages 119 - 128)

20. **ACTION AND KNOW FRAUD CENTRE - INTERIM SERVICE EXTENSION**

Report of the Commissioner of Police

**For Decision**  
(Pages 129 - 138)



21. **POLICE ACCOMMODATION STRATEGY - UPDATE**

Report of the Commissioner of Police

**For Information**  
(Pages 139 - 162)

22. **POLICE ACCOMMODATION STRATEGY - DECANT - FORENSIC SERVICES  
INTERIM LOCATION**

Report of the Commissioner of Police

**For Decision**  
(Pages 163 - 180)

23. **COMMISSIONER'S UPDATES**

Commissioner to be heard.

24. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE  
COMMITTEE**

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

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## POLICE COMMITTEE

Thursday, 25 January 2018

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

### **Present**

#### **Members:**

Deputy Douglas Barrow (Chairman)	Emma Edhem
Deputy James Thomson (Deputy Chairman)	Alderman Alison Gowman
Nicholas Bensted-Smith	Christopher Hayward
Deputy Keith Bottomley	Alderman Ian Luder
Simon Duckworth	Lucy Sandford (External Member)

#### **Officers:**

George Fraser	-	Town Clerk's Department
Carl Locsin	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Peter Kane	-	Chamberlain
Christopher Bell	-	Chamberlain's Department
Philip Gregory	-	Chamberlain's Department
Ian Dyson	-	Commissioner, CoLP
David Clark	-	Commander of Economic Crime, CoLP
Martin O'Regan	-	CoLP
Pauline Weaver	-	Head of Change Portfolio Office, CoLP
Hayley Williams	-	CoLP
Simon Rilot	-	City Surveyor's Department
Philip Saunders	-	Remembrancer's Department

### **1. APOLOGIES**

Apologies were received from Andrew Lentin and Deputy Henry Pollard.

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

There were no declarations.

### **3. MINUTES**

#### **a) Police Committee - 15 Dec 2017**

The Committee considered the minutes from the last meeting, held on 15 December 2017.

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

b) **Performance and Resource Management Sub-Committee - 30 Nov 2017**

The Committee received the minutes from the last meeting of the Performance and Resource Management Sub-Committee, held on 30 November 2017.

With regards to GDPR compliance, as referenced by *Item 7 – HMICFRS Inspection Update*, the Chairman noted that the website was on track.

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

c) **Professional Standards & Integrity Sub-Committee - 1 Dec 2017**

The Committee received the minutes from the last meeting of the Professional Standards & Integrity Sub-Committee, held on 1 December 2017.

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

4. **OUTSTANDING REFERENCES**

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

**OR1 – Medium Term Financial Plan (MTFP)**

The Chairman asked why the Medium Term Financial Plan had not been submitted to the January meeting as promised. The Chamberlain explained that the MTFP was usually submitted to the Police Committee in draft form, and that this fed into the Revenue and Capital Budgets report at the beginning of the new year, as reflected at item 5 on the agenda. (1)

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

5. **REVENUE AND CAPITAL BUDGETS 2018-19**

The Committee considered a joint report of the Chamberlain and the Commissioner of Police that sought Members' approval of the latest revenue budget for 2017-18 and the provisional revenue budget for 2018-19, for subsequent submission to the Finance Committee.

The Chairman noted that, in reference to paragraph 4, that the report did not mention that the Court of Common Council had agreed for additional reserve to be provided by the City Fund to cover any additional revenue shortfall. He asked that this be recorded for the record.

The Commissioner explained that, although the CoLP were still awaiting the final grant settlement, they were confident of their position which was marginally better than had been predicted. He explained that the core grant provided an increase of £700,000 (1.2%) over the sum outlined within MTFP assumptions.

The Commissioner explained that the CoLP hoped to finish 2018 in a stronger position than they did 2017.

The Commissioner explained to Members that the Reserves were split into two separate funds, the General Reserves (£3.5m) and POCA Reserves (£3.6m). In reference to the table following paragraph 6 of the report, the Commissioner clarified that the £1.5m in funds budgeted from the Reserves for 2017-18 were actually from the POCA Reserves, leaving £3.5m remaining in the General Reserves as budgeted for draw down in 2018-19.

The Chamberlain agreed that the current position was better than had been predicted and suggested that there may even be an underspend in the final quarter. He explained that this would provide a robust Reserves starting position for the following year, though it could not be predicted at this stage.

The Chamberlain explained, however, that the budget had been balanced predominantly through a process of cost savings rather than efficiencies, and was therefore not sustainable. He explained that there was still a need to optimise. The Chamberlain explained that £1.2m in efficiencies had been built in to the budget this year, and the plan was to build on this figure next year, alongside increased grant funding.

The Chairman noted that the Premium income (Business Rate) figure remained the same year on year, and asked whether we should seek to increase this going forward. The Chamberlain agreed, explaining that small growth of this figure would usually be expected. The Chairman explained that he feared the CoLP would convey a negative impression by seeking increases out of synchronisation with other forces that seek them incrementally on an annual basis. A Member stated his agreement with the suggestion to seek an increase, and stated that it would be ludicrous for it not to be considered as an option. Another Member stated their support of the Business Rate increase, and explained that they felt exasperated by the constant demands for policing to cut costs. They suggested that it was the appropriate time to stand up for the Police by countering these demands. A fourth Member suggested that one year's notice of a Business Rate increase could be given at the annual meeting, preparing them for a rise in 2020. The Chamberlain confirmed that this meeting was scheduled to take place in February.

A Member explained the importance of representing Police staff numbers in two categories, so that front line and back office distinguished. They noted that some who might appear to be 'non-crucial', were in fact working on the front line, such as those working on Economic Crime.

A Member asked if a breakdown of POCA Reserve funds was available, the Commissioner confirmed that it was and agreed to circulate to Members. (2)

The Commissioner explained that the POCA Reserves fund had benefitted from a lucrative operation that had been running until recently, but which was no longer available to the Force. This change had a significant effect on the POCA income, though following the Criminal Finances Act 2017, a new opportunity for seizures of unlawful funds has become available. The Commissioner explained that the CoLP are currently awaiting the code of practice before actioning the plan to take advantage of this. The Commissioner

explained that beyond 2020, the Reserves will have funding issues that will need to be addressed.

The Chairman proposed that the Police Committee send a resolution to the Policy & Resources Committee to propose a rise in the Business Rates Premium in 2019-20, and contact businesses to inform them of the planned changes. Members all agreed. (3)

The Chamberlain explained that the Demand and Value for Money Review identified up to £15m of efficiencies available, and that the Force's commitment to these should not be overlooked. This, alongside increased grants income, would ensure that officer numbers could be protected. The Chairman agreed.

A Member agreed with the proposal to raise the Premium, but explained that the narrative needed to be secured so that the proposal is positioned with little room for debate. The Chairman explained that a robust background to the argument was first needed but that now was the correct time to do this.

**RESOLVED** – That Members agreed to:

- i. Note the latest forecast outturn for 2017/18 revenue budget of a balanced financial position.
- ii. Review the provisional 2018/19 revenue budget, which is balanced by a draw down on reserves to ensure it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee.
- iii. Review and approve the draft capital and supplementary revenue budget.
- iv. Note that a further report will be submitted to committee in March on the plans to achieve the proposed cashable transformation savings of £1.2m for 2018/19.
- v. Note the budget mitigation contained within the report which will help to manage risks in 2018/19 and addressed the underlying deficit.
- vi. Authorise the Chamberlain to revise these budgets for the re-phasing of the Action Fraud cash flow advance and repayments, the revenue implications of the Police Accommodation Strategy, and funding of the capital budget.
- vii. Send a note to the Policy & Resources Committee proposing an increase in the Business Rates Premium for 2019-2020, supported by background evidence from the CoLP STRA process.

**6. DATA PROTECTION BILL 2017**

The Committee received a report of the Remembrancer that provided Members with an overview of the provisions in the Data Protection Bill 2017.

The Commissioner explained that it was important to note that the City of London Corporation and the City of London Police have separately nominated officers acting in the role of Data Protection Officer.

**RESOLVED** – That the report be received and the steps taken to ensure compliance with the provisions in the Data Protection Bill 2017 be noted.

7. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

The Committee received a report of the Commissioner of Police that provided an update on engagement activities across five main areas:

1. Counter Terrorism and Communications
2. Safeguarding and Vulnerable
3. PREVENTion of Fraud
4. Anti-Social Behaviour (ASB)
5. Policing the Roads

The Commissioner clarified for Members the role of the Mental Health Street Triage, as referenced within the report. He explained that it avoided the use of Police powers for individuals to be detained under Section 136 of the Mental Health Act (s136) by a qualified Mental Health Professional. The Commissioner explained that they were pleased that the total number of s136's issued whilst the Street Triage was on duty for the period from 31 May to 31 August 2017 had been reduced to just 8.

The Commissioner explained that a trial operation involving collaborative working between CoLP officers and London Ambulance Service (LAS) cycle paramedics over the Christmas period had dealt with numerous incidents which had resulted in a reduction in the number of ambulances required to attend. It was noted that this had relieved the burden on the LAS at a time when their resources are also stretched to the limit. A Member stated that they thought these incidents were worthy of recognition, and perhaps even funding, from the NHS. The Commissioner confirmed that there was no additional funding from the NHS/London Ambulance Service (LAS) for this work, though he had met with the Chief Executive of the LAS the previous week and work was underway to continue the initiative.

A Member noted the detailed mention of PREVENT internal engagement in the report, but queried the lack of mention of external work on the ground. The Commissioner confirmed that there was in fact significant engagement within the community currently but that it was important to note that the City of London Corporation was the lead for PREVENT as local authorities had been given this responsibility. He confirmed that CoLP would contribute to any report that the CoL might prepare on this activity to the Safer City Partnership Strategy Group.

A Member noted that Taxi and Private Hire vehicles that were not road-worthy were being taken off the road, and queried whether there was a penalty for repeated offenders. The Commissioner explained that, although he was unable to confirm this, the CoLP do report cases to Transport for London. The Member noted that the high percentage of offending vehicles [33%] was

worrying. The Commissioner explained that some of these vehicles may be from outside London, and include those not deemed to be serious breaches.

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

**8. HANDCUFFING OF JUVENILE STATISTICS**

The Committee received a report of the Commissioner of Police that aimed to address Members' concerns raised following the submission of a previous report submitted to the September 2017 meetings of Police Committee and Safeguarding Sub-Committee that contained a misleading comparison regarding the 'use of force' on juveniles in custody with the Metropolitan Police Service and Cambridgeshire Constabulary [*Item 5 - Annual Update on the Custody of Vulnerable People*, Police Committee, 21 September 2017].

The Chairman noted that this report highlighted a case in which lessons needed to be learned regarding the presentation of data. He also explained that a year-on-year comparison table with the Metropolitan Police Service would have been beneficial. The Commissioner explained that it was not yet possible to provide trend data on this as the data had only been collected by forces since 2016 as mandated by HMICFRS, though it would be possible to measure trends going forward once a baseline had been established.

The Chairman noted that the percentage of those over 65/66 within the table that had been subject to the use of force was surprisingly high. The Commissioner explained that it was likely a number of these could be attributed to individuals with mental health issues, and a number to repeat offenders. He also reiterated that the sample size was significantly smaller (approximately 30 individuals in total) than those of the Metropolitan Police for example.

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

**9. SPECIAL INTEREST AREA UPDATES**

**a) Safeguarding and Public Protection, ICV Scheme**

The Committee heard a verbal update on Safeguarding and Public Protection and the Independent Custody Visitor Scheme from the SIA lead.

The lead explained that the CoLP had rolled out a 'sexual consent' awareness campaign with the assistance of Victim Support in August 2017. The campaign, primarily centred around social media through the use of *#Haveyougotthegreenlight*, focused on raising awareness of this issue within the City, particularly amongst those likely to use licensed premises. The SIA lead explained that the campaign had received excellent feedback from the public, and was incorporated into the Christmas Campaign in December 2017.

The SIA lead explained that joint funding between Police, DCCS and CST had been agreed for a domestic abuse/VAWG coordinator to replace the previous temporary role.



The SIA lead explained that, following the HMIC report 'in Harm's Way', significant work has been done to consider safeguarding and support of youths and vulnerable people in custody. This included the development of a support booklet currently awaiting print for those exiting custody. He also explained that a survey was now offered to juveniles on leaving custody to gather their feedback on the experience. The SIA Lead explained that the Duty Superintendent is now notified of all juveniles or vulnerable people in custody, and consideration is given for an independent visit to ascertain any issues relating to welfare.

The SIA Lead explained that the recent transfers to the NICHE system has enabled CoLP to reduce the volume of paper risk assessments and inefficient processes, resulting in the introduction of Public Protection Notices (PPNs) that simplify and formalise pathways for those identified as vulnerable people.

The SIA Lead also informed Members that the Independent Custody Visitor (ICV) Scheme has elected a new Chairman, Godfrey Baillon-Bending. The Deputy Chairman was due to be elected in the week commencing 29 January 2017. The panel was also now at full strength with 12 members, following the recent appointment of a new volunteer.

The SIA lead explained that the ICV Panel Chairman and he regularly attend the Custody Management Group meetings at the CoLP to ensure any urgent feedback is responded to immediately. An example of this was an investigation into the use of protection for officers as a replacement for controversial spithoods designed for use on detainees which were not in use by CoLP.

The SIA Lead explained that discussions had taken place at the panel over potential use of the NICHE system to record report, allowing electronic records and immediate notification of issues.

The SIA Lead explained that two ICVs were attending the Use of Force training in March to gain an understanding of how officers use restraint on detainees.

The SIA Lead also confirmed, in the light of recent national attention over sanitary protection for female detainees, that the CoLP already met the national standards outlined by the ICVA.

**RESOLVED** – That the SIA Lead be heard.

**b) Accommodation and Infrastructure**

*This item was moved to the non-public session, following item 15.*

**10. APCC UPDATE**

*This item was moved to the non-public session, following item 15.*

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

The Committee received a question from a Member requesting consideration be given to the procurement of kneepads for firearms officers. The Member explained that due to the heavy lifting and kneeling involved in operation, the use of knee pads would likely reduce the risk of injury and prove to be a cost-effective purchase.

The Commissioner explained that as part of the National Uniform Managed Service items would be assigned to specific officer role profiles and supplied directly by the main supplier from May 2018. This request, alongside all other operational requirements, will be considered by the Operational Uniform Committee for adding to the role profile of appropriate officers. The Commissioner agreed to provide a detailed response to the Member on the matter via email. (4)

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

There were no items of urgent business.

**13. EXCLUSION OF THE PUBLIC**

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

**14. NON-PUBLIC MINUTES**

**a) Police Committee - 15 Dec 2017**

The Committee considered the non-public minutes from the last meeting, held on 15 December 2017.

**b) Performance and Resource Management Sub-Committee - 30 Nov 2017**

The Committee received the non-public minutes from the last meeting of the Performance and Resource Management Sub (Police) Committee, held on 30 November 2017.

**15. NON-PUBLIC OUTSTANDING REFERENCES**

The Committee received a report of the Town Clerk that summarised the outstanding actions from previous meetings.

**16. SECURE CITY PROGRAMME UPDATE AND RESOURCING**

The Committee received a report of the Commissioner of Police that related to the Secure City Programme.

**17. EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)**

The Committee considered a report of the Commissioner of Police regarding the Emergency Services Mobile Communications Programme (ESMCP).

18. **PROVISION OF A UNIFORM MANAGED SERVICE (NUMS)**

The Committee received a report of the Chamberlain and the Corporate Service Category Board regarding the City of London Police Uniform Managed Service.

19. **STRA GROWTH REQUIREMENT**

The Committee received a report of the Commissioner of Police regarding the Strategic Risk Assessment (STRA) Process.

20. **VALUE FOR MONEY UPDATE**

21. **RISK REGISTER UPDATE**

The Committee received a report of the Commissioner of Police that updated Members on the CoLP risk profile

22. **REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk that action taken since the last meeting by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos.41(a) and 41(b).

23. **POLICE ACCOMMODATION STRATEGY UPDATE**

This item was incorporated into the Accommodation and Infrastructure Update at item 9a.

24. **URGENT WAIVER REPORT - HOTEL FOR POLICE STAFF**

The Committee received a report of the Commissioner of Police that informed Members of the decision by the Chamberlain to retrospectively approve a waiver of a Procurement Code Rule.

25. **COMMISSIONER'S UPDATES**

The Commissioner updated Members on the key developments affecting CoLP since the last meeting in December 2017.

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

There were no questions.

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

There were no items of urgent business.

**The meeting closed at 1.00 pm**

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Chairman

**Contact Officer: George Fraser**  
**tel. no.: 020 7332 1174**  
**[george.fraser@cityoflondon.gov.uk](mailto:george.fraser@cityoflondon.gov.uk)**

## **PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE**

**Thursday, 1 February 2018**

**Minutes of the meeting of the Performance and Resource Management Sub (Police) Committee held at the Guildhall EC2 at 10.30 am**

### **Present**

#### **Members:**

Deputy James Thomson (Chairman)  
Nicholas Bensted-Smith  
Deputy Keith Bottomley  
Tijs Broeke

Andrew Lentin (External Member)  
Kenneth Ludlam (External Member)  
Caroline Mawhood (External Member)

#### **Officers:**

George Fraser	-	Town Clerk's Department
David Jones	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Caroline Al-Beyerty	-	Deputy Chamberlain
Pat Stothard	-	Head of Internal Audit and Risk Management
Stuart Phoenix	-	City of London Police
Hayley Williams	-	City of London Police

#### **1. APOLOGIES**

Apologies were received from Deputy Doug Barrow and Lucy Sandford.

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

There were no declarations.

#### **3. MINUTES**

The Sub-Committee considered the minutes from the previous meeting, held on 30 November 2017.

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

#### **4. OUTSTANDING REFERENCES**

The Sub-Committee received a report of the Town Clerk that outlined the outstanding actions from previous meetings.

#### **OR4 – Recommendations Checklist**

The Chairman explained that, given the information that was now contained within Appendix 4 of the Internal Audit Update Report, he was satisfied that the changes were sufficient and asked that this Outstanding Reference be marked as complete.

#### **OR5 –Sub-Committee Budgetary Scrutiny Meeting**

The Chairman explained to Members that the Deputy Chamberlain, the Assistant Commissioner and the City of London Police Authority met prior to this meeting, on 1 February 2018, to discuss proposed changes to the scrutiny direction of the Sub-Committee.

The Chairman explained that at this meeting it was proposed that, with a sight to more robust financial scrutiny of the City of London Police in accordance with its Terms of Reference, this Sub-Committee would receive all reports of the Commissioner relating to:

- i. Financial Performance & Budgets
- ii. Demand and Value for Money
- iii. Major Programmes/Projects

It was agreed that a reporting schedule be decided by the Chamberlain, Town Clerk and Commissioner. This would ensure that the Performance and Resource Management Sub-Committee is well positioned to inform its Grand Committee on all the above areas, and that sufficient time is available to facilitate a more detailed discussion in each case. (1)

#### **OR10 – Public Order Resilience**

The Chairman asked that the Commissioner please circulate to Members the date of the Public Order Open Day taking place at Gravesend when it has been confirmed. (2)

#### **OR15 – Licensee Responsibility for CCTV**

The Assistant Commissioner explained that he was satisfied that the links between the CoLP and the Licensing Committee were sufficient, and that there are no problems with applications for CCTV currently. The Chairman confirmed that an additional note had been circulated to Members and that they had received it and agreed that this Outstanding Reference could be marked as complete.

### **5. INTERNAL AUDIT UPDATE REPORT**

The Sub-Committee received a report of the Chamberlain that provided Members with an update of the work of Internal Audit that has been undertaken for the City of London Police since the last report in November 2017.

The Head of Audit and Risk Management explained to Members that the draft report on the 2016-17 planned internal audit programme was currently a work in progress.

The Head of Audit and Risk Management explained that considerations were being given to an audit of the Police Accommodation Strategy, though this was not mentioned within the report. The Chairman asked whether this would create duplication of the programme management audit recommendations in this area. The Head of Audit and Risk Management explained that the programme management audit was slightly different, and that this particular

audit would be looking into the Police Accommodation Strategy in greater detail.

A Member conveyed their approval of the inclusion of the 3-Year City Police Audit Plan Strategy 2018-19 to 2020-21 at Appendix 3 to the report. The Member explained that they were surprised not to see audit areas revisited cyclically over a 3-4 year period to monitor continuous improvement. The Head of Audit and Risk Management explained that they were limited by a set number of audit days to complete their plan, but noted that the plan was flexible. He explained that there was a desire to repeat particular areas, but also a desire to visit new areas that required focus.

A Member asked what the protocol was that assured the implementation of “RED” recommendations. The Head of Audit and Risk Management explained that RED recommendations often involve suggestions that cannot practically be implemented in retrospect, though the aim is for these to act as guidance for future reference. Any actions made in response to these is then measured.

A Member asked if there was a provision for Members to proposed suggestions for new areas of focus. The Head of Audit and Risk Management confirmed that this would be welcomed.

A Member noted that any new areas suggested might displace existing areas, and that the total audit days available was set at 75 days, a reduction from 95 previously. The Member asked how this number was defined, and the Head of Audit and Risk Management explained that this had been agreed with the City of London Police, but that there was no science applied to the number of days allocated and that it was only “correct” in line with Audit and Risk’s own professional experience and perception. The Member also noted that the total days was likely higher than the figure shown when Corporate overheads are taken into account. The Assistant Commissioner confirmed that the Integrity Standards Board looked at such internal issues and did provide some level of scrutiny.

A Member explained that it was somewhat concerning to see that there were those risks marked as “Accepted Risks”. The Chairman explained that it was good to see that a certain level of risk was accepted when deemed correct to do so. However, he noted that it would be beneficial to aid understanding by including a narrative note on why risks have been accepted. The Head of Audit and Risk Management confirmed that mitigating factors would be included in future for clarity. (3)

The Chairman asked for clarification of the Action Fraud/ Know Fraud Monetisation Project referred to for which Members had apparently approved £500,000 to commence work on, as mentioned within the table at row 13 of Appendix 4. The Head of Change Portfolio Office confirmed that she did not have the detailed knowledge of this Programme and would check with Head of ECD back in Force and feed back to Members. (4)

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

The Chairman and Members welcomed new external Member Andrew Lentin to the Sub-Committee for his first meeting. Andrew thanked the Chairman for his introduction.

**6. COLP PROGRAMME MANAGEMENT REPORT**

The Sub-Committee received a report of the Chamberlain that detailed the findings of an audit of the programme management of the City of London Police.

The Chairman illustrated his surprise that such a significant number of recommendations had come out of the report, and asked for confirmation that all of them were now being tracked. The Head of Audit and Risk Management confirmed that they were. The Chairman noted that there were plenty of lessons to be learned from the outcome of the audit, and that it was critical to action these. The Head of Change Portfolio Office agreed, noting that the Police Accommodation Strategy was managed by the City Surveyor and therefore required joint working. The Head of Change Portfolio Office explained that the City of London Police were working with an external party on the management of benefits (Recommendation 10 of the report) and would be able to report on this at the end of April.

The Chairman explained that, as referred to earlier, an additional audit taking place to focus on the Police Accommodation Strategy (PAS) should hopefully resolve the associated issues. He also remarked that PAS reports going forward would go to the newly established Capital Buildings Committee. The Chairman confirmed that, in reference to the discussion prior to the Sub-Committee, any major Police project reports should come to the Performance and Resource Management Sub-Committee.

A Member explained that they were very surprised by the contents of the report, noting the significant sums quoted. The Deputy Chamberlain explained that high-level estimates given were for early gateway project reports which then evolved significantly over time following more comprehensive scoping. The Deputy Chamberlain noted that perhaps initial planning needed to be improved to allow for a more realistic or ambitious project scope. The Assistant Commissioner agreed, stating a desire for more honest and accurate estimations going forward. He assured Members that this was now being addressed.

A Member asked why this was marked as an AMBER risk rather than RED. She noted that the original budgets were simply perceived to be unrealistic, and the current budgets more accurate. She stated her concern that the same misconceptions were capable of being made again. The Chairman confirmed that this was seen as a RED risk by the City Corporation. The Deputy Chamberlain confirmed this, and noted that significant work was required to support those working on such large projects.

A Member stated that it was beneficial to recognise where errors have been made, but that he was concerned about incremental approvals of increased



budgets. He stated that it was a familiar trend across the Corporation with various project estimates going to Committee, and asked where accountability lay. The Deputy Chamberlain explained that financial planning is not applied to projects until Gateway 4, so significant changes to estimate sums are not uncommon. A Member stated that the inconsistencies and confusion over budgets and outcome figures needed to be addressed. The Chairman stated that there was now sufficient oversight of the Police Accommodation Strategy going forward with the creation of the Capital Buildings Committee.

A Member suggested that a fundamental capability review of the project and programme management function was necessary. He noted that Programme Management was not included as one of the Corporation's "Top 10 Risks". The Deputy Chamberlain explained that work was underway in this area, and agreed to follow up with the Town Clerk to feed back on progress of the capability work surrounding Corporate programme management. (5)

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

## **7. PROJECTS AND PROGRAMMES PRESENTATION**

The Sub-Committee heard a presentation from the Head of Change Portfolio Office and the Assistant Commissioner that provided Members with an overview of the City of London Police Projects and Programmes portfolio.

The Head of Change Portfolio Office explained that a Digital Programme Board had been set up. She continued to summarise the main areas of work, including the Emergency Services Mobile Communications Programme (ESMCP) and the Secure City Programme. The Assistant Commissioner explained that a lot of work had been done to scope the Joint Command Control Room (JCCR), but that technology was advancing so quickly in this area that accurate estimates were very challenging. The Chairman noted that at the recent meeting of the Police Committee estimates presented ranged from £10-20m for the suite of projects included in the Secure City Programme, and stated that these were very important projects.

The Head of Change Portfolio Office explained that dependencies for the Ring-of-Steel Project were a crucial element governing strategy that could not be understated. The Chairman noted that the audit report found that project management of this project required improvement in a number of areas and he asked for assurance that these issues were now being addressed. The Head of Change Portfolio Office confirmed that they were part of the action plan.

The Head of Change Portfolio Office explained that the Police Accommodation Programme had suffered with challenges centring primarily around timing. The Assistant Commissioner noted that the JCCR was reliant on other areas in order to progress. A Member noted that a Corporate policy was to "buy rather than to build", and asked if this was a feasible option for the JCCR. The Assistant Commissioner explained that there was some ability to source technology with bespoke designs. He explained that some other forces had taken the option of designing their own, and were seeing efficiencies as a result.

The Assistant Commissioner explained that the Economic Crime Victim Care Unit (ECVCU) formed part of the CoLP's "National Lead Force" responsibility and as such has additional funding.

The Assistant Commissioner summarised the work relating to Action Fraud, reporting that it would enable significant efficiencies and a possible monetisation opportunity. The Deputy Chamberlain noted that the monetisation element was regarded as a risk. The Chairman remarked that there had been a significant overspend on this project.

The Assistant Commissioner explained that Police telephony had significant issues affecting the processing of complaints and recording of calls, but there was currently discussion with the IT department to resolve these.

The Head of Change Portfolio Office explained whilst there were clear challenges regarding resources, there was also a requirement to recognise that due to the location the market for recruitment was buoyant, and therefore the cost of change would be high.

A Member explained that significant agenda time should be allocated to this going forward so that the most significant areas of concern are raised.

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

8. **CITY OF LONDON APPROACH TO PROJECT MANAGEMENT**

The Sub-Committee heard a report of the Town Clerk that provided Members with an update on the work done to improve project management procedures and practice across the City of London Corporation.

The Town Clerk explained that small projects contained within a single department were perceived to be effectively run, whilst larger projects requiring cross-departmental working containing multiple dependencies suffered due to a siloed working culture. These larger projects also tended to be carried out over longer terms, and as such suffered from confusion over gateway progression. He explained that work was being done to update dashboards in order to improve clarity in this regard. The Town Clerk explained that the presentation of figures to Members in Committee was also an area of focus. The Town Clerk also noted that activity was underway to update the training resources and courses available to Project Managers within the City of London.

**RESOLVED** – That the Town Clerk be heard.

9. **Q3 PERFORMANCE VS MEASURES**

The Sub-Committee received a report that summarised the performance of the City of London Police against the measures set out in the Policing Plan 2017-20 for the period 1 April 2017 – 31 December 2017.

The Assistant Commissioner explained that the number of crimes in the City of London had been rising, and that this rise was attributable largely to theft,

particularly with the use of mopeds. The significant rise of these crimes has offset any improvements seen in other areas.

Head of Strategic Development explained that the figures presented to the Force Performance Management Group (PMG) differed from the figures brought to this Sub Committee owing to teething problems with Niche, the new Crime and Intelligence reporting system, and clarified that the figures in this report were more accurate.

The Assistant Commissioner updated Members on the developments taking place for each Measure mentioned within the report. The Head of Strategic Development explained that in the case of Measure 11 - *The Percentage of people surveyed who believe the police and the City of London are doing a good or excellent job*, this would remain the same until the next survey is carried out.

The Chairman queried missing data within Measures 6,7,8 and 9. The Head of Strategic Development explained that the CoLP had implemented the new reporting system, Niche, in October 2017, and found that reports were being counted erroneously. This led to crime figures changing from one day to the next. As a result, the decision was made to omit the numbers through a lack of confidence in their accuracy. He assured Members that this issue had now been resolved.

The Chairman asked when Antisocial Behaviour (ASB) figures would be available. The Head of Strategic Development explained that ASB was not a force priority, though a new reporting method was being developed that could provide backdated data. The Head of Governance and Assurance added that he was working with the Force Intelligence Bureau staff to develop these but that they were still not available. He proposed that if this Sub-Committee wanted to request so, then this could be prioritised. The Chairman asked only that a timeframe be attached for receipt of these figures so that the Sub Committee might know when to expect regular reporting of them. (6)

The Risk and Governance Manager explained that the table presenting ASB data incorrectly stated that it provided example figures; he clarified that the figures were sourced from live data.

A Member noted that, in contrast to the Assistant Commissioner's assurances over crime reduction, over a 4-year period the Victim-Based Crime figures appeared to have risen by approximately 17%. The Assistant Commissioner explained that a significant amount of collaborative work and joint-operations were being undertaken with the MPS and BTP, such as Operation Sceptre, to tackle violent crime which has seen a rise nationally.

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

10. **HMICFRS UPDATE**

The Sub-committee received a report of the Commissioner of Police that provided Members with an overview of activity undertaken since the last meeting, on 30 November 2017.

The Chairman noted that the overall assessment of the PEEL report had been omitted. The Head of Strategic Development apologised for this error.

The Head of Strategic Development explained that there had been no further reports since the last meeting of the Sub-Committee on 30 November 2017. He explained that the report on *effectiveness* was due to be published in the week commencing 5 February 2018, and that it was hoped that the outcomes would be positive.

The Head of Strategic Development explained that unfortunately the PEEL *legitimacy* report had been downgraded from “good” to “requires improvement”. The Assistant Commissioner added that he was not overly concerned with the areas that had been identified and was confident the Force was addressing these.

The Chairman noted that not all recommendations coming out of HMICFRS inspection reports seemed to be meeting target dates for action. He stated that increased focus needed to be given to stop-and-search training. The Assistant Commissioner explained that the HMICFRS had high standards in this area and good collaborative work was being undertaken currently. A Member noted that Stop-and-Search was a very sensitive issue, and as such, officers should be expected to be highly responsive to developments in this regard. She explained that it was key that the officers approached this with the appropriate attitude. The Chairman requested that a note on what was being actioned with regards to improvements in Stop-and-Search be provided to Members. (7)

The Chairman stated that all the workforce planning observations should be checked off by the CoLP HR department.

A Member asked whether the evolution of HMIC into HMICFRS had affected their capacity to carry out inspections, citing the low number of recent audits. The Head of Strategic Development explained that this was not yet clear, but noted that the HMICFRS had sourced expertise in the area of fire safety services. He also explained that the new format to be adopted by PEEL was not yet clear.

The Chairman asked what action plan had been put in place to address the two items marked as RED regarding a joint inspection of the disclosure of unused material in volume crown court cases. The Head of Strategic Development explained that a joint action plan had been approved by three agencies, and these areas were expected to be given GREEN status ahead of the next meeting.

The Chairman asked if work on the newly RED recommendation regarding the “4Ps” was on track. The Head of Strategic Development explained that this

was given RED status only as its deadline had passed, but assured Members that this would be given GREEN status next time.

**11. HMICFRS 2017 VALUE FOR MONEY PROFILE**

The Sub-Committee received a report of the Commissioner of Police that provided a comparison of relative costs between forces.

The Chairman noted that the staff cost ratio seemed to be acceptable.

The Chairman enquired about the force mapping collaborative work, and the Assistant Commissioner explained that a recent MOPAC meeting had agreed that mapping this out was necessary. He explained that this will now be done as part of the CoLP Transform Programme.

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

**12. DEEP DIVE: CR 23 POLICE FUNDING RISK**

The Sub-Committee received a report of the Chamberlain that highlighted funding issues relating to the City of London Police.

The Deputy Chamberlain explained that an underlying funding deficit of £4-5m p.a. needed to be resolved. She explained that the Audit & Risk Management Committee had asked for this to be reassessed in the Medium Term Financial Plan (MTFP). The Deputy Chamberlain explained that there were three resolutions available:

- i. Home Office Funding
- ii. Decision on which services to maintain
- iii. Increase in Premium Rates

The Deputy Chamberlain explained that this risk needed to be framed accurately in order to be resolved. The Assistant Commissioner noted that significant work had been done to balance the budget, and £17m in funding had been supplied by the City Corporation for Capital Projects.

The Chairman explained that the funding challenge has now been recognised and there had been improved collaboration between the Chamberlain's Department and the City of London Police. He also noted that the option to raise the Premium Rate had been raised at Police Committee.

A Member asked how the Demand and Value for Money review had been received. The Assistant Commissioner explained that it had been well received, but noted that some figures were perhaps overly ambitious. He explained that the review had validated many of the findings of the STRA process, but that he did not agree with the high-end savings figures.

A Member noted that the Review's total savings figure resembled that of a "Gateway Zero" inaccurate initial projection, and suggested that the sooner this headline figure was abandoned the sooner progress could be made with

honesty and pragmatism. Members illustrated their agreement with this statement.

A Member asked when these decisions would be made, and the Deputy Chamberlain confirmed that there would be a probe into the savings at the Resource Allocation Sub (Finance) Committee in June 2017, and the autumn would see budgets applied for 2019-20.

A Member stated that it was important to note that the review was not just focusing on *Value for Money*, but also specifically on *Demand*. Members illustrated their agreement with this statement.

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

There were no further questions.

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

There was no further business.

**15. EXCLUSION OF THE PUBLIC**

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

**16. NON-PUBLIC MINUTES**

The Sub-Committee considered the non-public minutes from the previous meeting, held on 30 November 2017.

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

**17. VALUE FOR MONEY UPDATE**

The Sub-Committee received a report of the Commissioner of Police that updated Members on the progress made since the Demand and Value for Money Review since the last update to Police Committee in September 2017.

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

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

There were no questions.

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

There was no further business.

**The meeting closed at 12.30 pm**

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Chairman

**Contact Officer: George Fraser**  
**tel. no.: 020 7332 1174**  
**[george.fraser@cityoflondon.gov.uk](mailto:george.fraser@cityoflondon.gov.uk)**

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## **ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE**

**Friday, 2 February 2018**

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

### **Present**

#### **Members:**

Simon Duckworth (Chairman)  
Nicholas Bensted-Smith  
Deputy Keith Bottomley  
Deputy Robert Merrett

Deputy Henry Pollard  
Deputy Richard Regan  
Deputy Tom Sleigh  
Deputy James Thomson (Ex-Officio)

#### **Officers:**

George Fraser	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
David Clarke	-	T/Commander of Economic Crime, CoLP

#### **1. APOLOGIES**

Apologies were received from Deputy Doug Barrow.

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

There were no declarations.

#### **3. MINUTES**

The Board considered the minutes from the last meeting, held on 20 October 2017.

The Chairman thanked Deputy Tom Sleigh for chairing the last meeting in his absence.

The Town Clerk noted, in reference to discussion at the last meeting under item 6 – *National Lead Force: 2017-18 Performance Report*, that the Value for Money data was missing in the previous report. The Commander of Economic Crime explained that these figures were indeed recorded, and confirmed that they would be included from now onwards. (1)

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

#### **4. OUTSTANDING REFERENCES**

The Board received a report of the Town Clerk that summarised the outstanding actions from previous meetings.

**OR1 – Cyber Training for Members**

The T/Commander of Economic Crime explained that Mike Beck was hoping to attend the Economic Crime Board, but was unable to attend this meeting. He explained that it would be possible to provide a basic level training session for Members lasting around 2-4 hours. The Chairman asked which Members this would be provided to. Members agreed that this training would be beneficial to all Members of the Court of Common Council. A Member suggested that perhaps it would be sensible to get an overview of the proposed session at the next meeting, before proposing a wider roll-out to Members. The Board agreed that a paper should be submitted to the next meeting that detailed the basic 2-hour training session proposed for Members. (2)

A second Member explained that they thought Cyber Training should be an obligatory requirement for all Members. The Chairman suggested that it would be difficult to mandate training to Members, but it could be strongly recommended by the Board.

#### **OR2 – Social Media Engagement**

The T/Commander of Economic Crime explained that Social Media Engagement descriptions had been improved.

#### **OR3 – Victim Care Satisfaction**

The T/Commander of Economic Crime explained that the Victim Care Satisfaction questionnaire questions would be updated as the survey is refreshed for the new financial year, and feedback from this Board had been taken into account. The Chairman illustrated his approval. A Member recalled from the previous meeting that it was determined that the wording of the question might have led to unfavourable responses regarding “satisfaction” levels, to the detriment of the Economic Crime Directorate.

#### **OR4 – Cumulative Data**

The T/Commander of Economic Crime explained that the Economic Crime Directorate was unclear on Members’ desires with regards to data presentation, based on the outstanding reference from the previous meeting. Members agreed that it would be best to proceed with displaying both monthly and cumulative data.

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

### **5. Q3 NATIONAL LEAD FORCE: 2017/18 PERFORMANCE REPORT**

The Board received a report of the Commissioner that outlined the quantitative and qualitative data performance of City of London Police as the National Lead Force for Fraud for the period April 2017 – December 2017.

The T/Commander of Economic Crime explained that the decrease of 21% in the number of crimes identified for dissemination to police forces was attributable to the adoption of the new Management of Risk in Law Enforcement (MORILE) approach. This involved a marginally lower volume of crimes subjected to investigation, but a significantly improved prioritisation of crimes investigated, leading to an overall net reduction in harm caused. This

was supported by the 11% increase in disruption requests figure presented within the report.

The T/Commander of Economic Crime explained that the key enabler of the 11% increase in disruptions requests was the use of telephony, through Voice-over-Internet-Protocol (VoIP) and the termination of UK phone lines.

The T/Commander of Economic Crime explained that the Economic Crime Directorate was currently managing 36 different Organised Crime Groups (OCGs), more than the rest of the City of London Police combined. The Chairman asked if some of these were being managed in partnership with other forces/agencies. The T/Commander confirmed that many cases have both a Financial Conduct Authority element and a criminal element. He explained that the ECD had managed to recoup £700,000 of £1.2m back in one particular case.

The T/Commander of Economic Crime explained that following meetings with the minister for Economic Crime Ben Wallace, the ECD have been able to engage officer numbers into Protect.

The T/Commander of Economic Crime explained that the Economic Crime Academy has made good progress as accreditation has proved useful for officers.

A Member stated their concern that the satisfaction level was based on all cases, rather than major cases.

The T/Commander of Economic Crime explained that the figures for dissemination of crimes splits into three areas: National, Local and Regional, but that the figures presented focus on those of the City of London. A Member asked whether disseminations are directed to the locale of the perpetrator or the investigation. The T/Commander of Economic Crime confirmed that these signified the location of the perpetrator, and proved useful for intelligence purposes.

A Member noted that issues involving the facilitation of crime were not mentioned. The T/Commander of Economic Crime explained that there was a joint taskforce dedicated to this that carried out training to inform relevant private sector businesses against providing platforms unwittingly. He explained that not all areas were included within these performance reports, though they are able to do so with any area at the request of Members. The Member explained that it would be useful to have facilitation of crime reported on. A Member agreed that this was the correct platform. (3)

The T/Commander of Economic Crime explained that, in contrast to other areas, funded units maintained their cadence during economic downturns as the funding is secured. He explained that terror incidents have drawn staff from other areas into the front line, whilst funded units have remained protected. The Chairman explained that this related to the Grand Committee plea regarding officer numbers, and that it was helpful to be given sight of resourcing

issues on a practical level. The Chairman asked what the recruitment plan was. The T/Commander of Economic Crime explained that there were now 12 inductees. He explained that funds had been added to occupational health in an attempt to reduce delays, but that this was still challenging.

The T/Commander of Economic Crime explained that there was a serious issue with new pensions regulation that meant those aged 50 were taking the opportunity to seek a significantly increased salary in the private sector alongside receipt of their pension. The Chairman agreed that this was a serious issue. He explained that we could now predicate for this happening, but it would nevertheless be a challenge to retain credible leaders.

A Member asked if the staff gap could realistically be closed within 12 months under the current plans. The T/Commander of Economic Crime explained that this would be very difficult. The Chairman asked if there was any way that Members could alleviate the issue. A Member suggested that there might be an opportunity to leverage the network of alumni within the private sector. The T/Commander of Economic Crime explained that there were around 30 Special Volunteers that can be called upon, though there was a question over their length of service. The Chairman asked if it would be beneficial to take steps to ensure that leavers' assistance is requested.

The T/Commander of Economic Crime explained that the 87% increase in Non-Judicial Outcomes were attributable to the use of a new system that categorised 16 outcomes. He agreed to circulate a description of these to Members. (4)

In reference to the reduction in Total Outcomes, the Chairman asked if this was a reputational issue, or if it was an indicator of resourcing challenges. The T/Commander of Economic Crime explained that this would not be a reputational issue as the effect of national downturn was evident.

A Member asked how website disruptions were measured. The T/Commander of Economic Crime explained that they were based on 6-month comparisons. He also noted that some websites had been taken down due to the increased powers of the Police Intellectual Property Crime Unit (approximately 12,000).

The Chairman noted that there was a more detailed narrative regarding social media engagement which was useful.

The T/Commander of Economic Crime explained that the HMICFRS would be carrying out inspections this year, and members of the ECD team had been asked to assist. He explained that this would ensure the 10 teams selected for inspection nationally would be correct, based on ECD intelligence. He informed Members that a member of the ECD team had been working in placement with the HMICFRS for more than a month so far, and this influence was very useful in raising the general standards of counter-fraud nationally.

The T/Commander of Economic Crime explained that complaints received by ECD were less than 0.1% of all complaints received by CoLP. The Chairman noted that there would always be issues with “satisfaction”, given the nature of being a victim of crime. However, the level of complaints should be perceived as a very effective performance measure, as it particularly highlights the perception of the actions taken by the Police.

The T/Commander of Economic Crime explained that the National Cyber Security funding was secured for the next two years, but provisions would need to be made for 2021 onwards. He explained that the National Lead Force Grant limitation of one year’s notice significantly hindered the ability to employ strategic planning going forward. He noted that the Home Office were beginning to gain understanding of this challenge, and were able to agree in principle to a further 2 years of funding, but were still unable to explicitly commit to any sum. He explained that delays in funding led to staff retention issues, as exiting staff commonly seek permanent contracts elsewhere.

A Member noted that the 100% of ECD City fraud investigations resulting in a positive outcome was very impressive.

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

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

In reference to the funding issues raised, a Member asked if it would be beneficial to send a message to the Home Office. The Chairman explained that the challenge would be in presenting an argument that demonstrates that a positive outcome would be yielded from increased funding, especially considering ECD’s evidently strong performance in the face of current funding limitations. The T/Commander of Economic Crime agreed that he would be in contact with the Remembrancers department in order to highlight key areas. The Chairman suggested that, if required, perhaps a note could be sent from the Chairman of Police and himself.

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

There were no questions.

**8. EXCLUSION OF THE PUBLIC**

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

**The meeting closed at 12.43 pm**

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Chairman

**Contact Officer: George Fraser**

**tel. no.: 020 7332 1174**

**george.fraser@cityoflondon.gov.uk**

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## POLICE COMMITTEE

1 March 2018

### OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	<p><b>25-01-18</b> Item 4 – <i>Outstanding References</i></p> <p><b>15-12-17</b> Item 6 – <i>Medium Term Financial Plan (MTFP)</i></p> <p><b>02-11-17</b> Item 7 – <i>Capital and Revenue Budget Monitoring Report to September 2017</i></p> <p><b>MTFP Report</b></p>	<p>The Commissioner explained that the Mid-Term Financial Plan (MTFP) Report would be submitted to the next meeting of the Police Committee, on 15 December</p> <p><b>Update 15-12-17:</b> The Chamberlain explained that the report had come in draft form for information rather than decision for two reasons: Firstly, the police grant settlement for 2018/19 was due to be announced on 19 December. Secondly, further discussion was needed between CoLP and Chamberlain's on a number of efficiencies and staffing assumptions.</p> <p><b>Update 25-01-18:</b> The Chairman asked why the Medium Term Financial Plan had not been submitted to the January meeting as promised. The Chamberlain explained that the MTFP was usually submitted to the Police Committee in draft form, and that this fed into the Revenue and Capital Budgets report at the beginning of the new year, as reflected at item 5 on the agenda.</p> <p><b>Update 15-02-18:</b> The 2018/19 budget position has been balanced through the use of reserves. Work to balance the MTFP is ongoing and a revised MTFP will be produced later in the year (date to be advised). The Audit and Risk Management Cttee have also asked the Assistant Commissioner and Deputy Chamberlain to update Corporate Risk 23, to focus on actions to balance the Police financial position over the medium term. The AC and Deputy Chamberlain will be reframing the risk and developing the mitigating actions over the next few months and reporting to this committee, following input from the Police Performance and Resource Management Sub Committee.</p>	CoLP/ Chamberlain	<b>OUTSTANDING</b>

No.	Meeting Date & Reference	Action	Owner	Status
2.	<b>25/01/18</b> Item 5 – <i>Revenue and Capital Budgets 2018-19</i>  <b>POCA Reserves Breakdown</b>	The Commissioner to circulate a breakdown of POCA Reserve funds to Members.  <b>Update 15-02-18:</b> A breakdown of POCA allocations for 2017-18 is included at Appendix 2 in the Q3 Budget Monitoring Report on the Agenda.	CoLP	<b>COMPLETE</b>
3.	<b>25-01-18</b> Item 5 – <i>Revenue and Capital Budgets 2018-19</i>  <b>Premium Increase</b>	Resolution to Policy & Resources Committee proposing a rise in the Business Rates Premium in 2019-20, supported by evidence from the STRA Process provided by the Commissioner.  <b>Update 21-02-18:</b> Resolution to go to Finance and Policy & Resources Committees in March. Currently awaiting supporting evidence from CoLP for draft based on Member discussion at the previous meeting.	Town Clerk/ CoLP	<b>OUTSTANDING</b>
4.	<b>25-01-18</b> Item 11 – <i>Questions on Matters Relating to the Work of the Committee</i>  <b>Kneepads for firearms Officers</b>	The Committee received a question from a Member requesting consideration be given to the procurement of kneepads for firearms officers. The Member explained that due to the heavy lifting and kneeling involved in operation, the use of knee pads would likely reduce the risk of injury and prove to be a cost-effective purchase.  The Commissioner agreed to provide a detailed response to the Member on the matter via email.  The Commissioner explained that as part of the National Uniform Managed Service items would be assigned to specific officer role profiles and supplied directly by the main supplier from May 2018. This request, alongside all other operational requirements, will be considered by the Operational Uniform Committee for adding to the role profile of appropriate officers.	CoLP	<b>COMPLETE –</b>  <b>Response sent to Member 29-01-18</b>



No.	Meeting Date & Reference	Action	Owner	Status
5.	<p><b>15-12-17</b> Item 7 – <i>Volunteer Reserves Proposal Presentation</i></p> <p><b>Volunteer Reserves Launch Date</b></p>	<p>The Specials Commander explained that a national template for the use of volunteers would be formulated by the end of 2018. The Chairman illustrated his approval of the work achieved and requested that the planned launch date in March 2018 be confirmed with a view to Member attendance.</p> <p><b>Update 10-01-18:</b> S/Cdr Phipson explained that the date has yet to be confirmed by the HAC, though the launch will be in late March or April 2018. CoLP will invite the Committee and publicise the date as soon as it is confirmed.</p> <p><b>Update 15-02-18:</b> The date has been set for the 1 May, at 6pm, at Armoury House, The Honourable Artillery Co (HAC) on City Road.</p>	CoLP	<p><b>COMPLETE –</b></p> <p>Information circulated to Members on the 13/02/18.</p>
6.	<p><b>02-11-17 (8)</b> Item 6 – <i>CoLP IT Strategy</i></p> <p><b>IT Strategy Feedback</b></p>	<p>A Member questioned the lack of reassurance that nothing would be implemented that was incompatible with technology used by other forces. The Commissioner explained that the CoLP were monitoring every opportunity in policing and are fully engaged with other forces on new developments – clarification of this had simply been omitted from the report.</p> <p>The Assistant Commissioner explained that the Force Information Security Policy, although compiled in August 2014, was still current as of this meeting. He explained that the Director of IT sits on the Force Strategic Digital Board which allows CoL/CoLP to maintain insight in this regard. He explained that the CoLP is thus able to join up with national forces with regards to interoperability of systems where possible as part of the national police IT landscape.</p> <p>The Chairman stated that these facts need to be clarified within the next iteration of the IT strategy which would be reviewed in six months.</p>	CoLP/ Chamberlain	<b>REPORT DUE MAY 2018</b>

No.	Meeting Date & Reference	Action	Owner	Status
7.	18-05-17 (1)  <b>Barbican CCTV</b>	CCTV upgrade  The Commissioner advised that further work was being undertaken on the scoping of Phase 2 of CCTV upgrade and, owing to Crossrail and major building developments in that area, a report would not be expected until May 2018.	CoLP/ Safer City Partnership	<b>REPORT DUE MAY 2018</b>

<b>Committee</b>	<b>Date:</b>
Police Committee	1 March 2018
<b>Subject:</b> Annual Review of the Committee's Terms of Reference	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> George Fraser	

## Summary

As part of the post-implementation review of the changes made to the governance arrangements in 2011, it was agreed that all committees should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of committees by the Court of Common Council.

The Terms of Reference of the Police Committee are attached as an appendix to this report for your consideration.

## Recommendation

That, subject to any comments and agreement, the Committee approves the Terms of Reference of the Police Committee for submission to the Court, as set out in appendix 1.

## Appendices

- Appendix 1 – Police Committee Terms of Reference

### Contact:

George Fraser  
Committee and Members' Services Officer  
T: 020 7332 1174  
E: [george.fraser@cityoflondon.gov.uk](mailto:george.fraser@cityoflondon.gov.uk)

## POLICE COMMITTEE

### 1. **Constitution**

A non-ward committee consisting of:

- 11 Members elected by the Court of Common Council including:
  - a minimum of one Member who has fewer than five years' service on the Court at the time of his/her appointment; and,
  - a minimum of two Members whose primary residence is in the City of London;
- 2 external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Committee Membership Scheme

### 2. **Quorum**

The quorum consists of any five Members.

### 3. **Membership 2017/18**

- 1 (1) Emma Edhem, *for one year*
- 9 (4) Richard David Regan, O.B.E., Deputy
- 8 (3) Douglas Barrow, Deputy
- 12 (3) James Henry George Pollard, Deputy
- 3 (3) James Michael Douglas Thomson, Deputy
- 16 (2) Simon D'Olier Duckworth, O.B.E., D.L.
- 2 (2) Christopher Michael Hayward
- 16 (2) Ian David Luder, J.P., Alderman
- 3 (1) Nicholas Michael Bensted-Smith, J.P.
- 2 (1) Keith David Forbes Bottomley, Deputy
- 9 (1) Alison Gowman, Alderman

together with two non-City of London Corporation Members:-

Lucy Sandford (*appointed for a four year term to expire in May 2019*)

Andrew Lentin (*appointed for a four-year term to expire in September 2021*)

### 4. **Terms of Reference**

To be responsible for:-

- (a) securing an efficient and effective police service in both the City of London and nationally, and, where so designated by the Home Office, nationally, and holding the Commissioner to account for the exercise of his/her functions and those persons under his/her direction and control;
- (b) agreeing, each year, the objectives in the Policing Plan, which shall have regard to the views of local people, the views of the Commissioner and the Strategic Policing Requirement;
- (c) any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, the Police and Criminal Evidence Act 1984, the Police Acts 1996 (as amended) and 1997, the Criminal Justice and Police Act 2001, the Police Reform Act 2002, the Police Reform and Social Responsibility Act 2011 and any other Act or Acts, Statutory Instruments, Orders in Council, Rules or byelaws etc. from time to time in force, save the appointment of the Commissioner of Police which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council;
- (d) making recommendations to the Court of Common Council regarding the appointment of the Commissioner of the City of London Police;
- (e) the handling of complaints and the maintenance of standards across the Force;
- (f) monitoring of performance against the City of London Policing Plan;
- (g) appointing such sub-committees as are considered necessary for the better performance of its duties including an Economic Crime Board, a Performance and Resource Management Sub Committee and a Professional Standards and Integrity Sub Committee.

# Agenda Item 6

<b>Committee:</b> Police Committee- For information	<b>Date:</b> 1 <sup>st</sup> March 2018
<b>Subject:</b> Capital and Revenue Budget Monitoring Report to December 2017	<b>Public</b>
<b>Report of:</b> Commissioner of Police and The Chamberlain Pol 16-18	<b>For Information</b>
<b>Report author:</b> Michelle King, City of London Police Director of Finance	

## Summary

The overall forecast year end position at quarter three is a balanced position. This compares to the forecast reported in quarter 2 which required a draw down on reserves of £1.61m. However, the £0.5m counter terrorism funding allocation notification received in January together with a freeze of non-essential spend in the last quarter improves the year end forecast by an estimated £700k.

## Chief Officer Cash Limited Budget

There have been a number of mitigations effected to reduce variances reported in quarter two amounting to £1.61m against the approved budget of £70.02m (excluding internal recharges of £3.6m). Brief commentary on the mitigating actions undertaken are outlined in Appendix 1.

## Recommendation

Members are asked to note the report.

## Main Report

### Chief Officer Cash Limited Budget

1. There is a balanced financial position in quarter three arising from mitigations of £1.61m. The updated position is shown below in Table 1.

Table 1: Directorate Outturn at Summary Level

Directorate	Budget £m	Q3 Actual £m	Forecast Outturn £m	Better/(Worse) £m
CRIME	11.0	7.6	10.5	0.6
ECD-Core Units	5.5	3.8	5.1	0.4
ECD-Funded Units	2.1	13.3	2.1	(0.0)
ECD-Projects	6.1	2.6	6.1	0.0
I&I	11.0	7.1	10.7	0.3
UPD	10.8	10.3	10.8	0.0
BSD	15.9	8.5	15.7	0.2
CENTRAL BUDGETS	7.6	(7.0)	9.0	(1.5)
<b>Total Net Expenditure</b>	<b>70.0</b>	<b>46.0</b>	<b>70.0</b>	<b>0.0</b>

### Revenue

2. All variances to quarter three are shown in more detail in Appendix 1. The main adverse variances are in relation to issues around the failure to identify savings in the non-pay Chief Officer Cash Limited Budget of £0.47m, the overtime costs incurred as a result of the terrorist events of £0.45m and the impact of the pay awards above that which had been provided of £0.37m.
3. Chief Officer Cash Limited Budgets include a savings target of £1.2m against the non-pay budget of £29.3m. The force has managed to secure savings of £0.33m against Repair and Maintenance, Travelling Expenses, Tasking and Core Directorate Overtime Budgets and Procurement savings; however, this falls short of the savings target by £0.47m.
4. Unplanned savings in direct employee pay through recruitment lags have continued to accrue to quarter three to show a revised position of £1.2m. The improved position is due to the continuing and widespread vacancies across the Force which is creating significant underspending within pay budgets. In workforce restructuring, the Force deleted 11 Police Staff Posts in December 2017 and achieved savings through probationer intake.
5. Exceptional overtime claims relating to terrorist activities (Westminster attack, London Bridge and Manchester Arena) currently stands at £0.45m. The claim submitted to National Counter Terrorism Policing Head Quarters (NCTPHQ) for approval, remains outstanding. This was received in January 2018 and will be reflected in the Q4 budget monitor, which all things being equal, would improve the financial position. This, together with a freeze on non-essential expenditure for the last quarter of the year is likely to produce a year end underspend, thereby reducing the draw on reserves. Initial forecasting is that this will be in the region of £0.07m.

6. The Injury and Ill Health commutations year end forecast is anticipated to be in line with the latest approved budget of £0.7m. This is an improvement in the human resource forecasts since quarter two.
7. The additional liability in relation to legal costs has now been paid, and is shown as a variance in Appendix 1.
8. The savings identified within the Deloitte “quick wins” of £300k are identified and intended to be used in year to fund the Review change team.

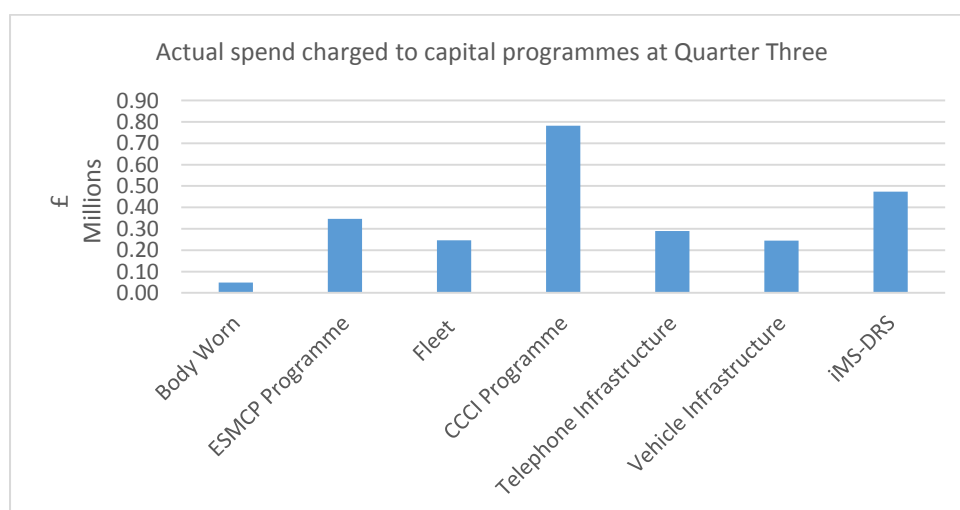
### **Proceeds of Crime Act 2002 (POCA)**

9. Appendix 2 shows a summary of the actual spend for the third quarter against budgets agreed by the Strategic Management Board.

### **Capital and Supplementary Revenue Budgets**

10. The capital outturn for 2017/18 is attached at Appendix 3. The analysis of actuals charged to capital as at Q3 are shown in Chart 1 below.

Chart 1 Actual spend to date on current capital programmes.



11. The Police bid “PR097- 2017 National to Local Fraud and Cyber Data Sharing” valued at £1.8m in 2017/18; £1.4m in 2018/19 and £0.5m in 2019/20 is still under Home Office review. Because the Home Office have not approved funding to date, the project has not commenced and no costs incurred. We expect funding from the Police Transformation Fund to be made in 2018-19.

### **Major Programmes**

12. Police Accommodation aside (for which there is separate reporting), there are several ongoing major programmes within the Police that are interdependent with the Corporation. These are Action Fraud, the Planned and Cyclical Maintenance of the Police Estates and the Emergency Services Mobile Communications Programme.
13. **Action Fraud:** The Supplier reported to the Implementation Board in December 2017 that the Go Live date of 31 March 2018 for a Release One version of the new managed service for Action and Know Fraud is achievable. User Acceptance Testing is progressing well, with positive feedback on both elements of the new service from internal and external testers. Some

technical and functional issues have been identified which may delay the Go Live date.

14. **Planned and Cyclical Maintenance of the Police Estate:** As at quarter three there are no significant issues to report on since the update provided in quarter two.
15. **The Emergency Services Network programme (ESNP):** The programme was discussed with the Town Clerk's department last year and the recommended pathway was to submit an overview of the programme on a Gateway1-2 then submit subsequent Gateway reports for individual work stream areas. The Gateway1-2 went to Project Sub this month and it was rejected as they required clarification on the staff costs. A revised Gateway1-2 will be re-submitted to Project Sub for delegated authority.

#### 16. **Other Police Funds**

The forecast Police working balances includes the General fund £3.5m, the POCA reserve £0.9m and the transformational fund £0.1m as Table 2 outlines.

Table 2: Other Police Funds Forecast to March 2018

<b>Forecast Other Police Funds to 31st March 2018</b>	<b>2017/18 Opening Balance £mn</b>	<b>2017/18 Projected Drawdown £mn</b>	<b>2017/18 Closing Balance £mn</b>
General	3.5	(0.0)	3.5
POCA	3.6	(2.7)	0.9
Transformation Funding	0.1	0.0	0.1
<b>Total Other Police Funds</b>	<b>7.2</b>	<b>(2.7)</b>	<b>4.5</b>

Appendix 1 – Budget Variances as at Quarter three

Appendix 2 - POCA Allocations for 2017/18

Appendix 3 – Capital and Supplementary Revenue Budget

#### **Contacts:**

*Michelle King*

0207 601 2411

[Michelle.King@cityoflondon.pnn.police.uk](mailto:Michelle.King@cityoflondon.pnn.police.uk)



## Budget Variances as at Quarter Three

Changes	Q2 Risks £'000	Movement £'000'	Q3 Risks £'000	Cause/ Action
Direct Employee Pay	955	256	1,211	Adjustments to direct employee costs due to revised recruitment profile resulting from vacant positions
Direct Employee Pay: Transformation Savings	0	300	300	The adjustment relates to the posts identified under the Deloitte quick wins to support the transformation programmes. These savings will accrue to the underspend in police employment costs budgets.
Direct Employee Pay: Probationer Savings	0	165	165	The Police have embarked on recruiting new entrants to the force. These entrants join on the lowest spinal point of police pay and savings accrue where new entrants are replacing more expensive resources.
Direct Employee Pay: Police Staff Efficiencies 11 posts	0	232	232	11 Police Staff posts were deleted in Q3 reducing police establishment from 465 posts to 454 posts these efficiencies will to the underspend in police employment cost budgets.
Indirect Employee Pay- Terrorist Attacks Overtime etc	(452)	0	(452)	Adjustments to employee indirect pay due to terrorist attacks across the country. These costs have been reclaimed through the Counter Terrorism funding stream.
Legal costs	(218)	0	(218)	These were adjustments relating to legal fees, interest and court costs paid to third parties relating to negative outcomes on forfeiture cases. The Assistant Commissioner is developing a process to risk assess and mitigate where feasible, forfeiture risks prior to engagement.
Non-pay efficiencies	(871)	400	(471)	The £1.2m in year efficiencies are mostly achieved where operationally feasible. The remaining non- pay savings are currently unidentified, however in view of the high level of vacancies and the time to fill, these efficiencies will be offset against unplanned savings from direct employee budgets.
Injury and Ill Health Commutations	(260)	260	0	The forecast overspend anticipated earlier this year has not materialised, and payments in the budget line will be in line with the original budget allocation.
RDG (ATOC)	(147)	0	(147)	The additional tax liability for 2016/17 as reported to Members at Police Committee.
Additional Fees	(250)	0	(250)	The current assessment subject of a confidential report to Police Committee
Pay Award	(370)	0	(370)	This is the impact of the revised pay award taking account of costs over the 1% provision and the additional 1% bonus payment for officers

<b>(1,613)</b>	<b>1,613</b>	<b>0</b>
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**POCA Reserve Allocations 2017/18**

<b>POCA-2017/18</b>			
<b>Indicative Allocations: Strategic POCA Priorities</b>			
<b>Initiatives</b>	<b>POCA Allocation 2017/18 £m</b>	<b>Actuals to Dec 17 2017/18 £m</b>	<b>Allocation Remaining 2017/18 £m</b>
POCA Costs for ARTS/SARS Team	1.2	0.1	1.1
Skynet Intelligence Hub	0.2	0.1	0.0
PCSOs	0.1	0.1	(0.0)
Operational Programmes	0.2	0.0	0.2
Donations to Voluntary Sector	0.0	0.0	0.0
Capital Programmes	1.0	1.2	(0.2)
<b>Total</b>	<b>2.7</b>	<b>1.6</b>	<b>1.1</b>

## Capital and Supplementary Revenue Budget

Police Capital Programme	Budget 2017/18	Actual to December 2017	Forecast Outturn 2017/18	RAG Budget	RAG Time
<b>Approved Projects</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>		
Body Worn Video TFG	(63)	(49)	(63)	Green	Green
ICT Support to CCCI Functions	(2,821)	(782)	(2,569)	Green	Green
WAN	(294)	0	(1,436)	Red	Red
Payroll and Duty Management System - HR Integrated	0	0	(236)	Green	Green
ESMCP - Integrated Command	(543)	(346)	(836)	Red	Red
ROS - IMS/DRS (back office)	(2,446)	(474)	(765)	Green	Red
ROS - ANPR Cameras (excluding PAS elements)	0	0	(76)	Green	N/A
Vehicle Replacement	(48)	0	(48)	Green	Amber
<b>Sub-total forecast expenditure on approved projects</b>	<b>(6,215)</b>	<b>(1,651)</b>	<b>(6,029)</b>		

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<b>Committee(s)</b>	<b>Date(s):</b>
Police Committee - For Decision	1 <sup>st</sup> March 2018
<b>Subject:</b> Draft Policing Plan 2017-2020 (Year 2 2018/19)	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 17-18	<b>For Decision</b>
<b>Report author:</b> Stuart Phoenix, Head of Strategic Development	

## Summary

This report presents the draft revised Policing Plan 2017-20, which has been updated for the 2018/19 financial year. The Plan informs the community, stakeholders and staff how the City area is to be policed. Members are asked to consider the text only; the plan will be professionally formatted prior to publication.

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

Members considered and endorsed proposals regarding the updating of the plan for 2018 at a workshop on the 15<sup>th</sup> December 2017. As there have not been any external changes and the priorities remain the same (albeit in a slightly amended order), the existing plan remains fit for purpose with some minor amendments reflecting the Corporate Plan, new efficiency initiatives and updated financial information. The re-ordered priorities are:

- Counter Terrorism
- Cyber Attack
- Fraud
- Vulnerable people
- Roads Policing
- Public Order
- Violent and acquisitive crime

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

## **Recommendation(s):**

- 1) Your Committee adopts the Draft Policing Plan 2017-20 (updated for the 2018/19 financial year) appended to this report as the Policing Plan for the City of London, subject to any further amendments agreed by your Committee and the Commissioner;
- 2) Following approval the plan is published on the internet by 31st March 2018.

## **Main Report**

### **Background**

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

### **Current Position**

3. The Police Act 1996<sup>3</sup> requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
  - i. the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
  - ii. its policing objectives for the policing of its area during that year.
4. Although the plan covers a period of three years, there is a requirement to review and republish the plan annually. In the past the Force has produced a 3 year running plan that changes annually; however, at the Policing Plan workshop on 15<sup>th</sup> December 2017 it was agreed that the current plan is substantively fit for purpose and that it should be updated as a 'year 2' version to accommodate 'in plan' developments or changes. 2019/20 will constitute year 3 of the plan, with the next major revision in terms of content and style proposed for 2021. This brings the Policing Plan closer to how Police and Crime Plans are published and operate.
5. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.<sup>4</sup> Such priorities are currently articulated by the Strategic Policing Requirement; the Force's approach to this appears prominently in the draft plan. Additionally, the plan takes account of Government policy statements regarding reducing crime, addressing antisocial behaviour (ASB), supporting the vulnerable, accountability and value for money.

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

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

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

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

## **Developing the plan**

6. Although the plan covers 3 years, a comprehensive policing plan review process is conducted each year which informs its ongoing development. That process considers any changes to legislation and Government policy, the Force's and City of London Corporation's risk registers, formal partnership obligations and the results of consultation and engagement activities. Benchmarking against a broad range of Police and Crime Plans is also carried out.
7. Members of your Committee continue to be instrumental in shaping the plan through participation at workshops, the last one was held on 15<sup>th</sup> December 2017. Members attending the workshop endorsed the principal proposal regarding the plan, which was to maintain the current plan with updated text to reference the Corporate Plan, new initiatives, updated financial information and the Transform programme.
8. Members will be aware from participation in the policing plan workshop that the priorities were only set following a robust review of intelligence, threat, national drivers and results of engagement activities. The range of the priorities naturally mirrors the range of roles fulfilled by the Force, from pan-London and national responsibilities (counter terrorism fraud and public order) to addressing City-specific, community concerns around volume crime and road safety. The order of the priorities reflects the threat, risk and harm posed by each area and corresponds with the Force Control Strategy (the principal operational delivery document that is used to prioritise activity, based on threat, risk and harm).
9. Community engagement also shapes the plan; the results of the principal annual community survey were considered at the 15<sup>th</sup> December workshop. The adopted priorities address the main concerns of the public, however, with the exception of anti-social behaviour (ASB). Whilst the threat, risk and harm associated with ASB in the City does not merit it being a distinct operational priority, the fact that it remains a public concern means that the policing plan does include details of how the Force will continue to tackle ASB and working in partnership with the City of London Corporation, seek to reduce it.

## **Policing Priorities for 2017-20 (Year 2, 2018/19)**

10. The policing priorities for 2018-19 presented in the plan are:
  - Counter Terrorism
  - Cyber Attack
  - Fraud
  - Vulnerable people (umbrella term to include Child Sexual Exploitation, Modern Slavery, Human Trafficking and Mental Health)
  - Roads Policing
  - Public Order
  - Violent and acquisitive crime

## **Measures**

11. Members will be aware that the Force has not set or relied on targets over the past three years. This accords with the now national stance that is wary of the unintended impact that targets can have on officer behaviour, crime recording and resource allocation and which is considered contrary to the Police Code of Ethics.
12. Experience has shown us that targets are not essential to managing performance. The Force will continue to measure and manage performance across a broad spectrum of activities, which will be reported quarterly to your Police Performance and Resources Sub Committee.
13. Measures that were based on the delivery of the 4P plan were included in last year's version of the plan. For consistency those measures will be carried forward in the proposed draft, with the addition of an overall crime indicator. Performance against the measures will continue to be reported to your Police Performance and Resources Sub Committee quarterly.

## *Finance*

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

## **Publishing the plan**

16. It is very rare for forces to produce hard copies of policing plans with the norm being for plans to be published on force and authority websites. Hard copies can be made available on request, although this is usually limited to a simple print of the PDF document on the website. There have not been any external requests for hard copies of any of the policing plans over the past nine years. However, as last year, the Force will produce a professionally formatted plan for internet publication based on the attached draft.

## **Proposals**

This Report proposes:

1. Your Committee adopts the Draft Policing Plan 2017-20 (Year 2, 2018/19) appended to this report as the Policing Plan for the City of London, subject to any additional amendments agreed by your Committee and Commissioner.
2. Following approval the plan is published on the internet by 31st March 2018.



## **Strategic Implications**

17. The Policing Plan directly supports the City of London Corporation's Corporate Plan.
18. The Policing Plan also has regard to the priorities of the Safer City Partnership.

## **Conclusion**

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

## **Attached Papers:**

Draft City of London Police Policing Plan 2017-20 (Year 2, 2018/19)

## **Contact:**

*Stuart Phoenix*

*Head of Strategic Development*

*020 7601 2213*

*email: [stuart.phoenix@cityoflondon.pnn.police.uk](mailto:stuart.phoenix@cityoflondon.pnn.police.uk)*

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# City of London Police Policing Plan 2017-20 (Year 2 2018/19)



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# Our values

## Integrity

Integrity is about being trustworthy, honest and doing the right thing. We expect our officers and staff have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.

Our behaviour, actions and decisions will always support the public interest and those we work in partnership with. We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to well founded criticism with a willingness to learn and change.

We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance.

## Fairness

We are an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider.

We ensure that we comply with our obligations under the Equality Act 2010, both with regard to our staff and all the people that come into contact with us.

We will support equality by creating an environment that maximises everyone's talents in order to meet the needs of the organisation and those of the community we serve.

## Professionalism

Professionalism is a quality that we value highly. We will investigate crime professionally and thoroughly, doing everything in our power to protect those at the greatest risk of harm.

We expect our staff to be dedicated to professional development, both for themselves and the people they are responsible for, and empowered to use discretion and common sense to make appropriate operational decisions.

Our professionalism ensures that we meet the needs and demands of our community to deliver high quality, fast, effective and efficient services.

# National Police Code of Ethics

Our values, which encompass the Code's nine principles, underpin everything we do. Adhering to them enables us to demonstrate not only our commitment to the national Police Code of Ethics, but also to deliver it.

To support the Police Code of Ethics, we will –

- Be **accountable** for our actions, decisions and omissions
- Be **honest** and trustworthy
- Treat people **fairly**
- Act with **integrity** by always doing the right thing
- Display **leadership** through leading by example
- Display **objectivity** by making choices based on evidence and best professional judgement
- Be **open** and transparent about our actions and decisions
- Treat everyone with **respect**
- Act **selflessly** in the public interest

## Our mission

As the police force for the nation's financial heart our core mission is to protect the UK from economic crime and maintain the City of London as one of the safest places in the country. We will achieve this through:

- A front line that is responsive to the needs of the City of London and keeps people safe
- Professional investigators who put victims first and seek positive outcomes for them
- Being a centre of excellence that protects the UK against economic crime and pursues offenders
- Delivering an intelligence function which tracks offending patterns and identifies policing priorities
- Business support functions which exploit new ways of working, digital investments and modernising the workforce to secure savings

# Introduction

Welcome to our refreshed policing plan for 2018 in which we set out how we intend to police the City of London from 2017 to 2020. Our policing plan outlines our approach to delivering our operational policing priorities. Delivering this plan directly supports our Corporate Plan 2018-2022, specifically the aims to ensure the City of London remains one of the safest urban areas in the world and delivers a policing service that is valued by the communities we serve. Delivery of this plan will also ensure we contribute to a thriving economy through leading on the physical security of the Square Mile. We will contribute to a flourishing society by leading excellence in policing locally through to globally, delivering safer communities, preventing and combatting crime.

The City of London remains the world's leading international financial and business centre and is home to numerous multinational companies and small and medium sized enterprises. It is a City where ancient traditions are observed yet sit comfortably alongside modern business practices. Our community is diverse, comprising residents from every social group and background, businesses that range from large international concerns to small and medium sized enterprises, workers and visitors. Around 9,000 residents<sup>1</sup> call the City of London home although every day that number swells to 454,000<sup>2</sup> as people arrive in the City to work. The City has an established and expanding vibrant night time economy, with more people than ever visiting bars, clubs and restaurants after work and at weekends. A major tourist destination and cultural hub, it is an exciting place to live, work and visit.

The continuing security and safety of the City of London is key to its success, whether as a base for a company, a place to live or somewhere to spend leisure time. Even though crime levels are amongst the lowest in the country, we are not complacent about tackling criminality and remain committed to fighting crime at all levels. Although we fulfil a national role tackling fraud and other serious criminality, our local role is no less important to us. It is often the case that residents' and workers' priorities will be different from those that impact on large corporations but their concerns are given no less appropriate regard. This distinction between our national and local roles is reflected in the range of our priorities.

Crime is constantly evolving. Developments in technology, that are undeniably beneficial to business and individual convenience, present a multitude of opportunities to criminals. The threat posed by cyber crime is such that it remains a key operational priority and we will continue to help lead the national response to cyber crime.

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

<sup>2</sup> Economic Development Unit, City of London Corporation

The threat from terrorism and fraud-related crime to the safety and security of the City of London remains constant and consequently they remain key priorities for us.

The national strategies and structures we have developed in our role as the national police coordinator for economic crime continue to be implemented by police forces at local and regional levels. Our coordinated approach to activities that protect individuals and businesses from fraud has resulted in collaboration between law enforcement and other key partners meaning prevention campaigns have greater reach and impact. Over the coming years a joint investment from the Government and City of London Corporation will be used to transform the information communication technologies that support Action Fraud and the National Fraud Intelligence Bureau delivering a fully integrated and improved service to law enforcement, the public and industry. The Economic Crime Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. We will continue to work closely with the National Crime Agency (NCA), providing an effective link between the NCA and regional organised crime units to ensure a robust and effective response to the threat from fraud.

The impact of organised criminality and large scale fraud is focused most often on individuals. We are committed to ensuring victims are at the heart of everything we do. We recognise that some people are more vulnerable than others and we will ensure that our response to those who are vulnerable is appropriate to their needs. This year, we have adopted protecting vulnerable people as a distinct priority in recognition of the high level of harm caused by offences such as child sexual exploitation, modern day slavery and human trafficking.

The Square Mile hosts a number of high profile events; the Mansion House and Guildhall alone host several hundred events annually, from small business meetings to major banquets attended by Royalty and Heads of State. Policing an area as diverse and important as the City brings with it unique challenges. Any disruption to 'business as usual' would have a significant impact on the diverse range of interests located here.

Our policing response is also shaped by the findings of Her Majesty's Inspector of Constabulary, Fire and Rescue Services (HMICFRS). Throughout the year, HMICFRS assess the effectiveness, efficiency and legitimacy of all police forces through a series of inspections. The results of those inspections are published and often include recommendations and areas for improvement. We recognise the importance of these inspections and ensure, where relevant, recommendations are implemented through our plans and our priorities to improve service delivery. Our Police Committee holds us to account to make sure we address HMICFRS findings.

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



## Developing our priorities

Our priorities, which form the core of our policing plan, are set with our Police Committee. We assess all the risks and threats that impact on the City of London, considering the level of harm they present together with the likelihood of them occurring. From this we develop a risk register and a number of strategic assessments, which together provide an evidence base for the priorities adopted for the City of London. They also demonstrate how we are addressing identified threats and risks.

We engage with our community and listen to their concerns so they can influence how policing is delivered in the City of London, whilst engaging with key people ensures our service is bespoke to the needs of the business City. Engagement at the most local level, with residents and workers, ensures that grass-roots concerns are heard and addressed.

We pay close regard to our obligation to support the national Strategic Policing Requirement, which sets out those matters relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. Cyber crime and the threat posed by child sexual exploitation were the latest additions to the requirement. As many of our priorities directly support our national commitments it is no longer cited as a separate priority.

When setting our priorities we also take account of our commitments to the Safer City Partnership and to the City of London Corporation's key aim for a safe and secure City. This ensures we support community safety priorities, just as our partners have regard to our priorities when setting their own.

Our resulting priorities address both our national and local obligations.

Counter terrorism	Cyber crime	Fraud	Vulnerable people	Roads policing	Public order	Violent and acquisitive crime

## COUNTER TERRORISM

### Our Commitment

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

#### We will

- Work in partnership with our community, national and international partners to protect the City of London from terrorism
- Provide up to date protective security advice and guidance to residents and businesses
- Engage with groups and individuals to prevent them from turning to terrorism and extremism
- Develop new and improve existing tactics to counter the threat from terrorism
- Use intelligence and analysis to target the deployment of resources to deter, detect and disrupt terrorism
- Make full use of existing and emerging technology (CCTV and automatic number plate recognition) to complement our service delivery
- Work with City businesses to improve awareness and response capabilities in organisations across the City
- Deploy and advertise the outcomes of our use of specialist 'behaviour detection officers' (Project SERVATOR)
- Work with other police forces to promote the use of SERVATOR officers
- Support Corporation of London lead in educating staff from partner agencies and the voluntary sector with regard to preventing terrorism
- Engage with City Businesses, schools, other institutions and stakeholders to identify any venues or individuals who may be engaged in extremist rhetoric

## CYBER CRIME

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

### We will

- Enhance understanding of cyber crime through working in partnership with other law enforcement agencies, and apply proactive intelligence and prevention strategies to address it
- Improve our capability to tackle cyber crime by training our frontline staff (including call centre and front desk staff) to recognise cyber-related reports of crime to enhance intelligence and evidence gathering
- Train our officers in the skills necessary to investigate cyber crime effectively
- Embed tackling cyber crime into core community policing
- Be flexible across geographical boundaries
- Support our residents, businesses and workers to protect themselves against the risk from cyber crime
- Intervene to stop our community from being drawn into low level cyber crime, including online purchases through criminal websites
- Develop techniques to identify and disrupt ongoing cyber crime impacting on the City of London
- Ensure victims affected by cyber crime receive the support they need

### Our Commitment

## FRAUD

As the *National Lead Force for Fraud*, tackling fraud and setting the national strategy for dealing with it remains a priority of our policing plan. Reducing the harm caused by fraud on the lives of our residents, workers and visitors is a key element of this, as is prevention and reduction of crime within the City's financial markets in order to maintain the integrity and prosperity of the country's financial heartland. We work closely with and support other partner agencies in their efforts to combat economic crime. We host one of the largest and most experienced fraud investigation capabilities, which has a local and national remit. Our intelligence and analytical capabilities within the national reporting centre for fraud and cyber crime support delivery of national fraud strategies. Our Economic Crime Academy is a centre of excellence that educates and up-skills individuals and businesses across public and private sectors, enabling them to identify and combat fraud. Our approach to tackling fraud and cyber-enabled fraud nationally will improve the quality, consistency and delivery of services provided to victims of economic crime in the City and beyond.

**We will**

- Focus our efforts on the issues that are the greatest threats to the City's communities and businesses
- Address serious organised crime and continue to target organised crime groups
- Engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud
- Adopt a collaborative approach where possible to address the economic crime threat whether through education, prevention, disruption or enforcement
- Continue to engage with police and crime commissioners and the National Police Chiefs' Council regarding the implementation of national economic crime strategies
- Continue to work with stakeholders, including the National Crime Agency, and the wider regional, national and international counter-fraud community to protect the City and national interests, and tackle criminals overseas that target the UK
- Improve our service to victims of fraud by encouraging victims to report fraud and cyber crime, identifying vulnerable victims to ensure they receive the help and support they need
- Influence and support policy making at a national level
- Provide a national investigation capability
- Contribute to the national understanding of fraud threats and criminality and developing proactive intelligence and prevention strategies to address it
- Run an Economic Crime Academy that educates and provides individuals and businesses with the skills necessary to identify and combat fraud

**Our Commitment**

## VULNERABLE PEOPLE

### Our Commitment

Some of the crimes that cause the greatest harm to individuals and society are often those that impact on the most vulnerable. These crimes include child sexual exploitation, modern slavery and human trafficking, honour based violence and domestic abuse. Such crimes are also often hidden and do not always present themselves in the way that other crime types do. Our priority is not only to address this criminality, but also to support all vulnerable people who might come into contact with the police. Our Public Protection Unit deals with all issues relating to child protection, sexual offences, hate crime, adult abuse and domestic abuse (including honour based violence, forced marriage and female genital mutilation). We work closely with partner agencies, including Children's Social Care, Adult Social Care, Mental Health Services and Victim Support. We use specialist, skilled staff to investigate these crimes and will maintain our operational focus on this important area to ensure we can continue to protect the public.

#### We will

- Implement a positive arrest policy and proceed with victimless prosecutions where there is sufficient evidence to do so
- Use the National Referral Mechanism for any suspected offences of human trafficking
- Support victims through our Vulnerable Victim Co-ordinator
- Use appropriate partnership arrangements to manage violent and sexual offenders
- Make best use of multi-agency risk procedures to support vulnerable people
- Consider and where appropriate, implement risk management plans and safeguarding measures in all cases
- Implement and share good practice in partnership with other agencies
- Ensure all appropriate staff receive full vulnerability training
- Ensure officers appropriately identify and flag those who are vulnerable, using the national Vulnerability Assessment Framework
- Engage with hotels, licensed premises and hard to reach groups on vulnerability issues
- Work closely with our partners to maintain our focus on rough sleepers

## ROADS POLICING

### Our Commitment

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

#### We will

- Proactively target offenders who use the roads to cause danger to other road users
- Engage with road user groups to identify opportunities to provide timely education and enforcement activities
- Pay particular attention to vulnerable road users (pedestrians, cyclists and motorcyclists)
- Work with Transport for London by delivering special services that keep the City's roads safe
- Investigate serious collisions, support victims and their families and bring offenders that flout road safety laws to justice
- Continue to undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk.
- Support national road strategies by complementing criminal justice sanctions for offending with an educational programme aimed at improving road skills and understanding to prevent re-offending

## PUBLIC ORDER

The City of London's position at the heart of global finance results in it being a high profile location for protesters and demonstrations. We recognise an individual's or group's right to protest, but this has to be balanced with the community's rights to go about their lawful business without being subject to serious disruption, disorder, damage or intimidation. A significant factor in the City's pre-eminence in business is the degree of safety felt by the people living, working and visiting here. It remains imperative that, together with our partners, we continue to maintain the capability and capacity to deal with spontaneous protest or unrest. Our priority extends to the effective policing of the many large scale public events that occur in the City each year.

### We will

- Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan
- Engage with our community to address concerns regarding public order, providing advice and resolving policing related matters
- Engage with event organisers, protest groups, stakeholders and partners, supporting them through providing proportionate policing plans for their event or protest
- Use information and intelligence systems effectively to inform our response to disorder
- Work closely with our partners in the Metropolitan and British Transport Police ensuring an efficient collaborative response, particularly in relation to pan-London issues which affect the City of London
- Maintain our capability and capacity to respond to public order incidents at a variety of levels
- Use best practice tactics and capture learning to improve our effectiveness, efficiency and service delivery to our community

### Our Commitment

## VIOLENT and ACQUISITIVE CRIME

### Our Commitment

The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, we have achieved year on year reductions in overall levels of crime over the past fifteen years. We will continue to focus on those areas that intelligence and our community tell us are the most important. In common with other policing areas, the City of London has experienced increases in levels of violent crime over recent years. Working in partnership with the Metropolitan Police, we have introduced a new process to manage prolific and persistent offenders more effectively. We will maintain our focus on preventing and tackling violent crime and acquisitive crime and bringing offenders to justice.

#### We will

- Work in partnership and be innovative in our approach to tackling crime, targeting hotspots and known offenders
- Adopt a collaborative approach to problem solving to maintain the City of London as a low crime, safe area
- Tackle alcohol-related crime through a joined up, partnership approach
- Mount specific, targeted operations to address emerging challenges and provide quality-focused investigations, with high quality evidence supporting successful prosecutions
- Ensure victims can easily report crime and thereafter, receive a professional response
- Maintain our focus on incidents of domestic abuse and child protection, which remains an integral part of our victim care strategy
- Work with our residents, businesses and workers to encourage them to take an active role in crime prevention
- Continue to identify and target persistent offenders to reduce re-offending



## Supporting the Strategic Policing Requirement

The Strategic Policing Requirement (SPR) requires all police forces to ensure that they can fulfil national responsibilities for tackling criminal or terrorist threats and harms or other civil emergencies. The areas covered by the SPR have been selected because they either affect multiple police force areas or require action from multiple forces, resulting in a national response. We have put in place a number of mechanisms and processes to ensure that we can fully support the Strategic Policing Requirement when called upon to do so.

Counter terrorism	Public order	Civil emergencies	Cyber crime	Serious organised crime	Child sexual abuse
<ul style="list-style-type: none"> <li>• Terrorism is rated among the highest risks and remains an enduring threat to the UK. The ability to flex and pool resources and intelligence is crucial to the national response to the terrorist threat. We will meet all the national requirements relating to skills, knowledge and infrastructure to enable us to play a full part in our regional and national counter terrorism obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• The primary objective of policing public order situations is to keep the peace and preserve order using the minimum force necessary. Exceptional public order demands can emerge with little notice, so forces need to retain the capability and capacity to respond effectively. We have ensured that our public order capability and capacity meets all national standards, with the appropriate numbers of skilled officers ready for deployment when required.</li> </ul>	<ul style="list-style-type: none"> <li>• The Civil Contingencies Act 2004 places a legal responsibility on all forces to provide an appropriate response to emergencies, whether they are the result of natural disasters or intentional actions. We have in place protocols that ensure an appropriate response, individually or in collaboration with other forces and partners to incidents involving mass casualties, chemical, biological or radiological events or as first responders to a terrorist incident.</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber attacks cover everything from small-scale email scams to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. We will ensure that we understand the threat faced by the City of London (and the nation) in relation to cyber enabled fraud.</li> </ul>	<ul style="list-style-type: none"> <li>• Serious and organised crime includes a range of activities, from the illegal supply of commodities, to fraud and violence committed by multi-million pound enterprises. To deliver fully our obligations in this area we have ensured that we understand the threat we face and can collaborate with other forces and partners in tackling the threat; this includes maintaining appropriate levels of skilled staff and contributing to a multi-agency intelligence capability.</li> </ul>	<ul style="list-style-type: none"> <li>• The recent increases in reports of child sexual abuse (CSA) requires forces to have a joined-up approach to provide an integrated, robust policing response. We will ensure skilled investigators are available to help victims and bring offenders to justice. We will continue to work in partnership with other forces and with local agencies to ensure that the most vulnerable members of our community are protected.</li> </ul>

## Anti-social behaviour

In addition to being the business heart of London, the City of London is a vibrant cultural and social centre. A thriving night-time economy brings with it the potential for increased levels of antisocial behaviour and alcohol related offences. Antisocial behaviour (ASB) takes many forms but it all affects the quality of life of residents, workers and visitors to the City.

An assessment of the threats that present the greatest risk and harm to the City resulted in ASB not constituting a priority for the City of London Police, however, this does not mean that we do not take it seriously or will not continue to tackle it when it occurs. Our community tells us it remains an issue for them; we have, therefore, included within the plan this commitment to addressing ASB. Prevention is a key element of our approach to tackling ASB, however, when it does occur we will deal with it effectively, ensuring victims receive an excellent quality of service, particularly if they are vulnerable or the ASB is a recurring problem.

### We will

- Engage with community groups and partners to identify and address the ASB concerns of individuals and groups
- Together with our partners, make best use of available tools to deal with incidents
- Use intelligence effectively to deploy officers to patrol hotspots where begging and ASB is an issue
- Identify where victims are vulnerable or where there is recurring ASB
- Work with our partners and maintain our focus on aggressive beggars
- Act on feedback about how we have dealt with ASB to improve our service delivery

## Our efficiency

As all police forces, we continue to face significant financial challenges over the medium term; our particular challenge is to bridge a £8.3m deficit over the remainder of this plan. We are determined to maintain our professional service delivery in the face of reducing budgets, and have developed an extensive efficiency programme that ensures we have a secure financial footing against which we can continue to police the City of London.

Our strategy to make savings is based on a major transformation programme following a review of demand and efficiency that was carried out last year by Deloitte. Our Transform Programme has officially commenced and will ultimately lead to a new operating model; however, some of the changes will be introduced incrementally. We are progressing a number of 'quick wins' which will deliver in the short term and include:

- Reviewing supervisory ratios
- Investment in specific ICT capabilities that support specialist intelligence areas and enhance our proactive and predictive policing (impacting on demand)
- Introduction of enhanced self-service capabilities
- Rationalising our meetings and governance to reduce duplication and make more efficiency use of available time and resources

Longer term and over the remaining two years of this plan, we will conduct an in-depth review of functions and services so that we can structure ourselves in the most efficient and effective way to police the City of London.

We have invested a significant sum of money in one-off spends that will deliver considerable savings over the course of this plan and beyond. 2015 saw the beginning of a phased move to new accommodation which has a reduced footprint compared to our current estate and which will be much cheaper to run than the buildings we presently occupy. It will also allow us to end expensive leases for current buildings that will no longer be required. Our accommodation programme is being complemented by new technology that means our staff are no longer bound to particular desks or workstations. The ability to work agilely, less constricted by traditional office locations and hours, means that staff are able to work more effectively and efficiently from any location. For officers on the street, this means the ability to complete processes using mobile devices, negating the need for separate reports or returning to the office to use a computer.

We will continue to seek to increase our income wherever we can; this will include maximising the opportunities under the Proceeds of Crime legislation, applying for grants including National, International and Capital City funding and generating income from our Economic Crime Academy services to businesses, nationally and internationally. We will continue to operate funded taskforces, which we will operate on a full-cost recovery basis.

We are able to supplement our financial plans with approved and controlled use of reserves.

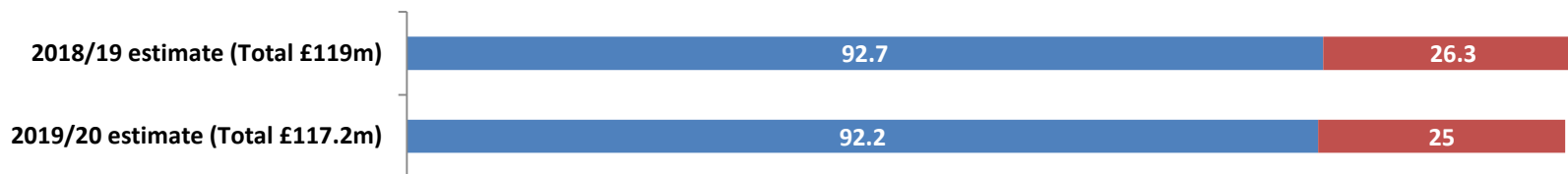
Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore we have made assumptions when developing our financial strategy, including general rates of inflation and the business rate premium (an element of business rates that are levied and applied to security), amongst other things. Additional funds from the business rate revaluation for 2017/18 have been used to provide an enhanced firearm capability to counter the threat from terrorism. The charts below provide a high level summary of our anticipated expenditure and income over the following two years of this plan.

### Income (Projected) £m



- Home Office and CLG Core Grants
- Other Gov Grants, includes National Lead Force, Dedicated Security Posts and National, International and Capital City Grant
- Partnership Income, includes Late Night Levy and dedicated unit funding
- Business Rate Revaluation

### EXPENDITURE (Projected) £m



- Employees
- Other expenditure (including supplies and services, premises and central support services)

# Appendices

## Accountability

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

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

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

Our community is consulted on how the Square Mile is policed; both we and the City of London Corporation organise regular events to engage with residents and businesses in the City and obtain views on what our local policing priorities should be. To achieve outcomes that matter to local people, the City of London Corporation is able to draw from expertise in the wide-ranging areas of services it provides and establish effective and strong partnership working, for example, through the Safer City Partnership, the City of London's Community Safety Partnership.

## Measures

Along with many other police forces and Police and Crime Commissioners, we have not set any formal targets in this plan. This is not because targets are difficult to achieve or we are not concerned about being a high performing force; it is because we recognise targets can unwittingly adversely impact on behaviour and how crime is recorded. We need to be able to concentrate our resources where they are needed to address important or sometimes emerging issues, not just to chase a numerical target. We are committed to being a high performing police force. We will continue to closely monitor performance across a range of measures, which will also be reported quarterly to the Police Performance and Resources Sub Committee for scrutiny and oversight.

We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded in accordance with all current guidance. The following measures, which support delivery of our priorities, are those that our Police Committee will hold us to account against in the delivery of this plan. To reflect the breadth of activity that takes place to deliver this plan, we will report progress against the '4P' plans that have been developed for each priority area. The 4Ps refer to activities that focus on prevention, preparation, protection and pursuing criminals. Performance against these measures will be reported quarterly to the Police Performance and Resources Sub Committee.

**Measure 1:** The number of crimes committed in the City

**Measure 2:** The capability and impact the Force is having against countering terrorist activity

**Measure 3:** The capability and impact the Force is having against countering cyber attacks

**Measure 4:** The capability and impact the Force is having against countering Fraud

**Measure 5:** The capability and impact the Force is having in safeguarding and protecting vulnerable people

**Measure 6:** The capability and impact the Force is having against countering violent crime

**Measure 7:** The capability and impact the Force is having in policing City roads

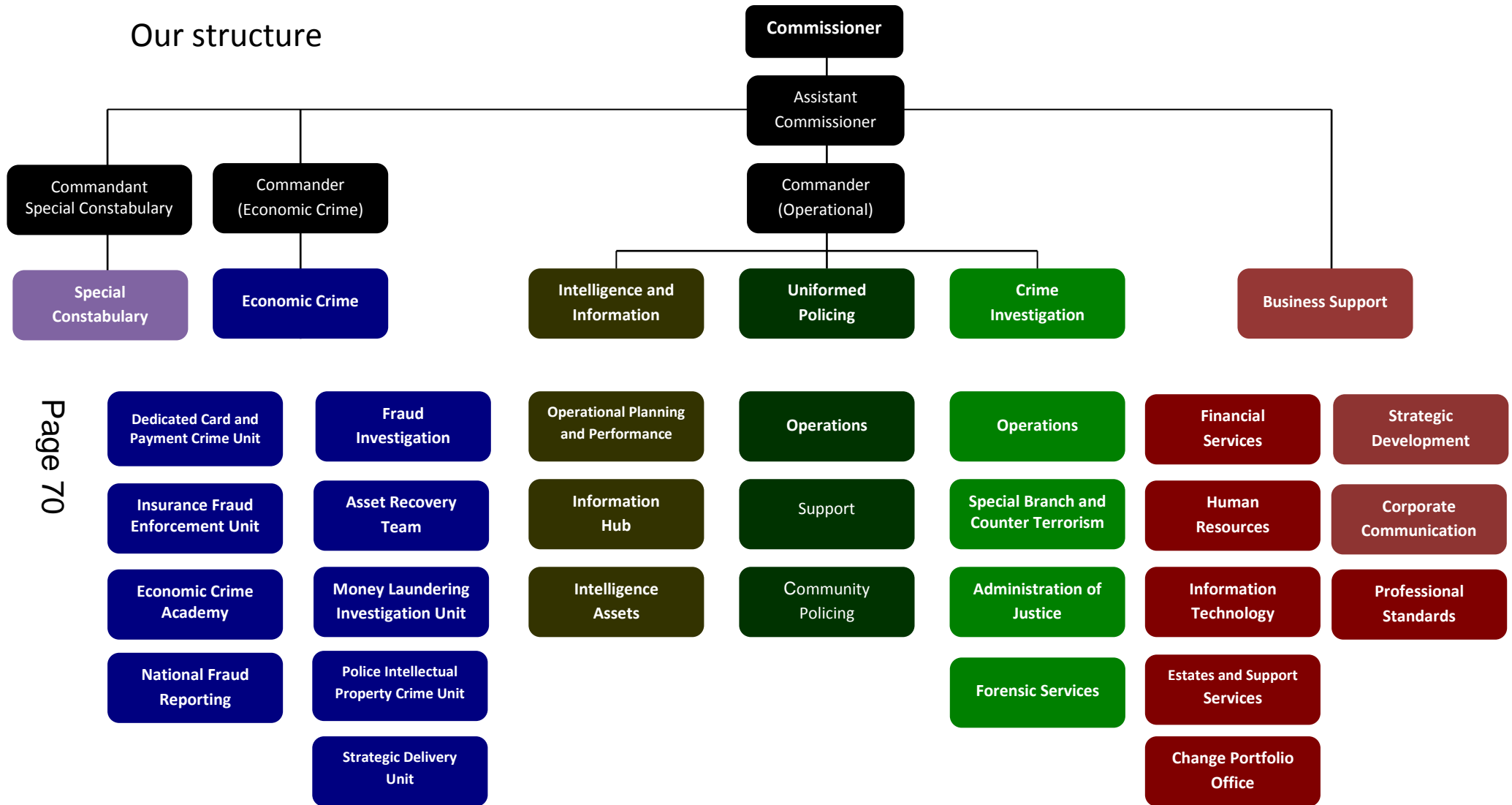
**Measure 8:** The capability and impact the Force is having providing protective security to the City and responding to public disorder

**Measure 9:** The capability and impact the Force is having against countering acquisitive crime

**Measure 10:** The level of satisfaction of victims of crime with the service provided by the city of London police

**Measure 11:** The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

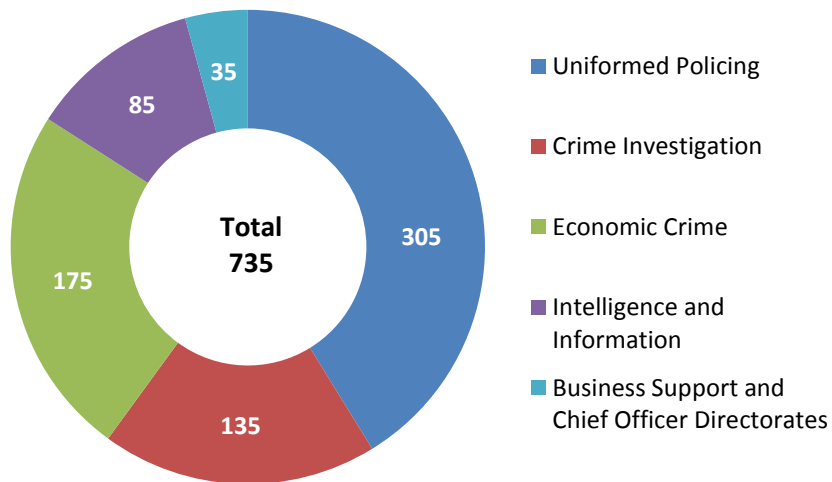
## Our structure



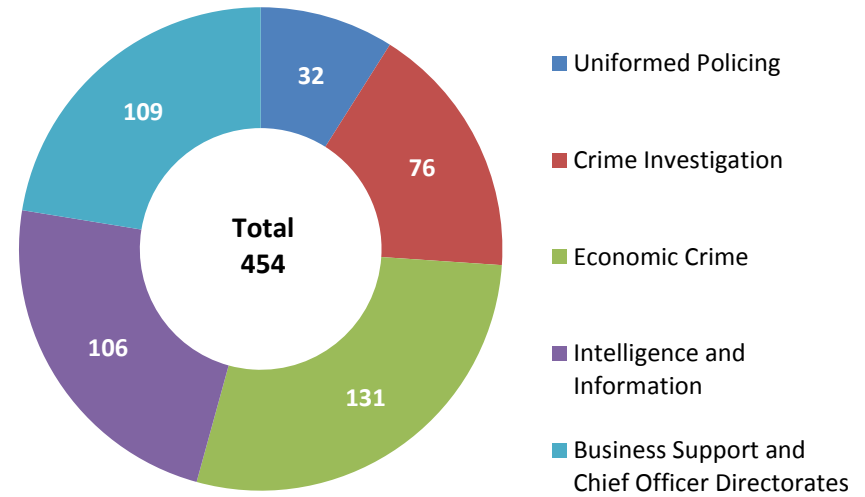


## Our resources

Police Officers



Police Support Staff



Through our Leadership and People Strategies we will develop our staff to their full potential whilst our workforce plan will ensure that our staff and officers have the necessary skills and experience to ensure we can meet current and future demand.

## Performance 2017-18

Below is a high level summary of performance against the measures contained within this plan. Performance is reported in detail quarterly to the Police Performance and Resources Sub Committee.

### Measure

1. The number of overall crimes committed in the City of London terrorism deployments that are completed
2. The capability and impact the Force is having against countering terrorist activity
3. The capability and impact the Force is having against countering cyber attacks
4. The capability and impact the Force is having against countering Fraud.
5. The capability and impact the Force is having in safeguarding and protecting vulnerable people
6. The capability and impact the Force is having against countering violent crime

### Performance at 31.12.2017

*Overall crime levels have increased by 1.2% compared to 2016/17 (4148 crimes compared to 4099).*

*We delivered all tasked counter terrorism deployments, which include targeted vehicle stops, entry point policing, armed foot patrols and targeted counter terrorism patrols.*

*We have maintained a 100% acceptance of NFIB referrals for investigation. Demand in this area is expected to increase as we continue to encourage reporting of cybercrime.*

*Our capability in this area remains high. Victim satisfaction has improved slightly from 2016/17, with 73% of victims satisfied with the overall procedures compared to 71% the previous year. 21.7% of fraud cases result in a successful outcome, which is an improvement on the 20.8% recorded at the end of December 2016.*

*We maintain a dashboard covering 18 aspects of vulnerability, which includes child protection, mental health, missing persons and adults at risk. We have seen an increase in vulnerability linked incidences over the past year (suicides, mental health referrals and reports of domestic abuse, however, some of this is the direct result of better identification of vulnerability and the communities' confidence to report such issues.*

*Violent crimes have fallen by 1.5%, with 724 crimes recorded at the end of December 2017 compared to 735 the previous year.*

- |  |   |
|--|---|
| 7. The capability and impact the Force is having in policing City roads  | <i>We have consistently delivered all planned operations targeted at areas that experience the greatest volume of casualties, complemented by operations targeting taxi toutting and poor/unsafe use of the roads (referrals made to education programmes).</i> |
| 8. The capability and impact the Force is having providing protective security to the City and responding to public disorder | <i>At the end of December we recorded 177 public order offences compared to 170 the previous year. We have taken action incentivise officers to train as specialists to ensure we continue to maintain the necessary level of capability in this area.</i>      |
| 9. The capability and impact the Force is having against countering acquisitive crime  | <i>At the end of December we recorded 2690 offences compared to 2606 offences at the same point last year, an increase of 3.2%. This area of criminality remains a priority for 2018/19.</i>  |
| 10. The percentage of victims of crime satisfied with the service provided by the City of London Police                      | <i>At the end of December 81.1% of people were satisfied with the service provided compared to 82.7%.</i>   |
| 11. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job         | <i>77%% of respondents stated the City of London Police are doing a good or excellent, which is the same as the previous year. 78.8% said that they feel safe in the City.</i>  |

## Contact us

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

**Provide feedback on this plan to:**  
[postmaster@cityoflondon.police.uk](mailto:postmaster@cityoflondon.police.uk)

### **101**

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

**Follow us on twitter @CityPolice**

**Join us on Facebook City Community Cop**

Public enquiries and reporting crime:

### **Bishopsgate Police Station**

182 Bishopsgate, London, EC2M 4NP  
Open 24 hours

### **Snow Hill Police Station**

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

### **Wood Street Police Station**

37 Wood Street, London, EC2P 2NQ  
7.30am – 7.30pm Monday to Friday

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### **Headquarters** (not open to the public)

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

<b>Committee(s)</b>	<b>Date(s):</b>
Police Committee - For Information	1 <sup>st</sup> March 2018
<b>Subject:</b> Corporate Plan 2018-2023	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 18-18	<b>For Information</b>
<b>Report author:</b> Stuart Phoenix, Head of Strategic Development	

## Summary

This report presents the City of London Police's Corporate Plan 2018-23 to Members for information.

The Corporate Plan provides a high level overview of the Force's ambitions over the next five years, articulates what makes the City of London Police 'different' from other forces and law enforcement agencies and provides a series of outcomes that the Force will monitor and report against over the course of the plan.

The 5 ambitions outlined in the plan are:

- To make the City of London the safest city area in the world
- To deliver a policing service that is valued by those who live, work and visit the City of London
- To be a police force with global influence and impact
- To build new ethical economic partnerships
- To have an innovative, agile and skilled workforce in a culture that supports and empowers our people

The Plan has been subject to considerable consultation and engagement, which is outlined in the main report. Its development has been informed in part by the City of London Corporation's own Corporate Plan, and includes input from the Corporate Development function of the Town Clerk's Department.

A Corporate Plan 'gap analysis' is being conducted to inform the finalisation of a detailed delivery plan, which will be used to track progress against the plan. This will be reported to the Force's Strategic Management Board.

## **Recommendation(s):**

- Your Committee notes the content of this report and supports publication of the draft plan

## **Main Report**

### **Background**

1. The Force recognises the advantage of having a single document that drives activity towards achieving a set of common goals. Over recent years, like many police forces, the City of London Police (CoLP) has focused attention on adapting services that can be delivered at reduced cost and with fewer resources. Whilst recognising the undoubted importance of providing services efficiently and effectively, and being committed to doing so, that should not impact negatively on innovation or having ambitious organisational aims.
2. In common with many organisations (including the City of London Corporation), CoLP has developed a new corporate plan that outlines its aims to develop the Force over the next 5 years and provide a focus to guide and prioritise activities.

### **Developing the plan**

3. The plan represents the collective vision of the Force's Senior Leadership Team and has been subject to considerable debate over the course of 2017. Initial drafts were shared with the Corporation's Head of Corporate Development who provided invaluable feedback which has helped to shape the current version presented to your Committee. A draft was also shared with Members of your Committee who attended the Policing Plan workshop in December 2017 and who expressed support for the document and approach taken.
4. During the early part of 2018 a series of engagement activities have taken place, which included publication of the draft on the Force's intranet, inviting people to provide feedback. It has also formed part of the Force's 'Communications Cascade' which requires managers to verbally brief staff on important organisational issues. Three staff workshops were additionally held, which were well attended and provided cross-directorate opinions.
5. Externally, in addition to the City of London Corporation, the Force has shared the draft with key stakeholders and partners (which includes the Metropolitan Police Service (MPS), government agencies and individuals in private industry).
6. A number of changes have been made to the draft following feedback from the workshops and stakeholder engagement, ranging from individual word changes to the inclusion of a new section which links the plan to other force strategic plans and strategies (Policing Plan, '4P'<sup>1</sup> plans etc.) to illustrate how they will be used to deliver the Corporate plan.

### **Current position**

7. The plan cites 5 corporate aims it wishes to achieve by 2023:
  - To make the City of London the safest city area in the world

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<sup>1</sup> Operational tactical plans to deliver the Policing Plan priorities, focusing on Prevention, Preparing, Pursuing and Protecting.

- To deliver a policing service that is valued by those who live, work and visit the City of London
  - To be a police force with global influence and impact
  - To build new ethical economic partnerships
  - To have an innovative, agile and skilled workforce in a culture that supports and empowers our people
8. The plan links explicitly with the City of London Corporation Corporate Plan and supports delivery of the National Policing Vision 2025. The document additionally includes a series of outcomes against which judgements can be made to assess the extent to which plan delivery has been successful.
  9. A Corporate Plan gap analysis is underway which will inform the finalisation of a detailed timeline and delivery plan, which will form a standing agenda item at the Force's Strategic Management Board from May 2018.
  10. The Commissioner and Assistant Commissioner will present the Corporate Plan to the workforce early in April 2018 via a series of 'Town Hall' events, which have proved an effective engagement channel.

**Attached Papers:**

City of London Police Corporate Plan 2018-23

**Contact:**

*Stuart Phoenix*

*Head of Strategic Development*

*020 7601 2213*

*email: [stuart.phoenix@cityoflondon.pnn.police.uk](mailto:stuart.phoenix@cityoflondon.pnn.police.uk)*

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# Corporate Plan 2018 - 2023

## Our ambitions



**To make the City of London the **safest city area in the world****, regarded as a centre of excellence for protective security. We will use state of the art technology to protect the City of London and put us at the forefront of criminal investigation in a rapidly evolving landscape of crime.



**To deliver a **policing service that is valued**** by those who live, work and visit the City of London.



**To be a police force with **global influence and impact****. We will use our expertise internationally through having a physical presence in key international locations to prevent crime, share best practice and thereby benefit the communities of the City of London and the UK.



**To build new **economic partnerships****. We will develop innovative public and private partnerships that benefit the City of London and lead to new ways of working.



**To have an **innovative, skilled and agile workforce in a culture that supports and empowers our people****. We recognise this is essential and underpins the successful delivery of all of the above ambitions. We will identify, harness, reward and retain talent, championing a culture of responsibility, inclusivity and opportunity. We will support our staff to be empowered, innovative leaders.



City of London Police protects the people, businesses and infrastructure of the City of London.

Our unique strengths include our experience of policing and protecting one of the most important, dynamic and challenging environments in the UK whilst leading the national response to fraud.

We police the City of London with pride, passion and innovation to protect and serve our communities.

We will support a thriving economy by leading the physical security of the Square Mile, balancing tradition with modern challenges, and maintaining well established relationships with commercial and law enforcement partners worldwide, which maintains integrity and ease of trading in the City of London.

We will aid shaping the City as an outstanding environment by delivering a world class conventional and digital policing environment, supporting safety by design, leading the delivery of a safe place to live, work and visit whether physically or virtually.

We will contribute to a flourishing society by leading excellence in policing locally through to globally, delivering safer communities, preventing and combatting crime.

## We believe

We will deliver the best possible outcomes for our communities by working closely with our many partners and stakeholders.

An engaged, motivated and skilled workforce is essential to the delivery of this plan.

We will deliver this plan through: our policing plan priorities and our '4P' plans, which focus on Preparing, Preventing, Protecting and Pursuing; the workstreams and projects that make up our Transform Programme; evidence-based strategies that address key threats and support development of our people; and a structure that allows us to address the diverse range of threats facing us, professionally, efficiently and effectively.



## We commit to

Uphold our values of integrity, fairness and professionalism and the principles of the Police Code of Ethics.

Align and where appropriate integrate our services with other local services to improve the outcomes for our communities and protect the vulnerable.

Be innovative in our response to new and complex threats to protect the public.

Deliver specialist capabilities by connecting policing locally, nationally and internationally.

Embrace digital policing to make it easier for the public to contact us, improve our use of digital evidence and investigative capabilities.

Develop a more representative workforce with relevant skills, training and experience to meet future challenges.

## Outcomes

A safe, secure and protected City of London.

Low levels of crime and antisocial behaviour.

Communities value and have confidence in our service, with victims at the heart of our service delivery.

Considered internationally as a beacon for protective security.

Delivery of an internationally recognised service tackling economic and cyber crime.

Reliable, interconnected technology facilitating the exchange of information protecting communities and victims from harm.

An empowered, innovative and skilled workforce, whose wellbeing is valued, able to respond to current and future demands. An estate that supports delivery of efficient and effective policing in the 21st century.

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