



City of London Police Authority Board

Date: THURSDAY, 7 JANUARY 2021

Time: 10.00 am

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Deputy James Thomson (Chairman)	Alderman Emma Edhem
Douglas Barrow (Deputy Chairman)	Alderman Alison Gowman
Caroline Addy	Alderman Timothy Hailes
Munsur Ali	Dawn Wright
Nicholas Bensted-Smith	Andrew Lentin (External Member)
Deputy Keith Bottomley	Deborah Oliver (External Member)
Tijs Broeke	

Enquiries: Polly Dunn
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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
<https://youtu.be/aKwKapcPngk>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES (TO FOLLOW)**

To agree the public minutes and non-public summary of the meeting held on 16 December 2020.

For Decision

4. **COMMITTEE MINUTES**

a) Professional Standards and Integrity Committee (To Follow)

To receive the draft public minutes and non-public summary of the Professional Standards and Integrity Committee meeting held on 26 November 2020.

For Information

5. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 1 - 4)

6. **CHAIRMAN'S PUBLIC UPDATE**

The Chairman to be heard.

For Information

7. **COMMISSIONER'S PUBLIC UPDATE**

The Commissioner and Chief Officers to be heard.

For Information

8. **NATIONAL LEAD FORCE**

The Commissioner and Chief Officers to be heard.

For Information

9. **POLICE AUTHORITY GOVERNANCE ARRANGEMENTS**

Report of the Town Clerk.

For Information
(Pages 5 - 8)

10. **DRAFT PA FINANCIAL FRAMEWORK**

Report of the Chamberlain.

For Decision
(Pages 9 - 14)

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

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

13. **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

14. **NON-PUBLIC MINUTES (TO FOLLOW)**

To agree the non-public minutes of the meeting held on 16 December 2020.

For Decision

15. **NON-PUBLIC COMMITTEE MINUTES**

a) Professional Standards and Integrity Committee (To Follow)

To receive the draft non-public minutes of the Professional Standards and Integrity Committee meeting held on 26 November 2020.

For Information

16. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 15 - 16)

17. **CHAIRMAN'S NON-PUBLIC UPDATE**
The Chairman to be heard.
For Information
18. **COMMISSIONER'S NON-PUBLIC UPDATE**
The Commissioner and Chief Officers to be heard.
For Information
19. **NATIONAL LEAD FORCE**
The Commissioner and Chief Officers to be heard.
For Information
20. **RISK REGISTER UPDATE**
Report of the Commissioner.
For Information
(Pages 17 - 28)
21. **HEALTH AND SAFETY ANNUAL UPDATE**
Report of the Commissioner.
For Information
(Pages 29 - 40)
22. **CITY OF LONDON POLICE - FUTURE POLICE ESTATE UPDATE**
Joint Report of the City Surveyor and the Commissioner.
For Decision
(Pages 41 - 56)
23. **POLICE ACCOMMODATION STRATEGY: CITY OF LONDON POLICE
RESOURCE REQUIREMENTS - FUTURE POLICE ESTATE**
Report of the Commissioner.
For Decision
(Pages 57 - 70)
24. **POLICE ACCOMMODATION STRATEGY: DECANT - CITY OF LONDON POLICE
DECANT LOGISTICS / MOVE PARTNER**
Report of the Commissioner.
For Information
(Pages 71 - 78)

25. **CITY OF LONDON POLICE FLEET STRATEGY**

Report of the Commissioner.

For Information
(Pages 79 - 120)

26. **TRANSFORM PROGRAMME: PROGRESS UPDATE**

Report of the Commissioner.

For Information
(Pages 121 - 130)

27. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

28. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda - Circulated Separately

29. **CONFIDENTIAL COMMITTEE MINUTES (TO FOLLOW)**

To agree the confidential minutes of the meeting held on 16 December 2020.

For Decision

30. **STAFFING REPORT (TO FOLLOW)**

Report of the Town Clerk.

For Decision

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City of London Police Authority Board – Public Outstanding References

15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	DUE SIX MONTHS POST-CROSSRAIL OPENING
37/2019/P	November 2019 Item 9 – Annual Update on Custody of Vulnerable Persons	Police Authority Board to be updated on progress on options for provision of exercise yard at Bishopsgate Police Station and firm start / completion dates to be provided.	Commissioner of Police	IN PROGRESS Budget agreed under urgency procedure by Town Clerk in consultation with Chairman and Deputy Chair Capital Buildings Committee on 12 October 2020. Director of Estates and Support Services continues to provide weekly updates to SIA Member for Safeguarding and Public Protection on project progress. Estimated Start / completion dates Start: Last week November 2020 End: Second week February 2021
29/2020/P	29 July 2020 City of London Police Authority Board and its Committees 2020/21	Job descriptions and person specifications for Board and Committee Chairmen and Members to be refreshed.	Chief Executive	IN PROGRESS Under review following publication of Lisvane Review – to be in place in advance of April 2021. Update to be provided at the February 2021 Board meeting.

30/2020/P	29 July 2020 Special Interest Area Scheme 2020/21	Note on expectations regarding Special Interest Area Scheme operation to be provided to the Board.	Chief Executive	IN PROGRESS Under review following publication of Lisvane Review - to be in place in advance of April 2021
47/2020/P	9 November 2020 Professional Standards and Integrity Committee Minutes (14 September 2020)	Briefing note to be provided to Members on the Benbow agreement.	Commissioner of Police	IN PROGRESS To be prepared and circulated when current work undertaken on Benbow is completed, estimated timescale for provision of this update is February PAB (as staff involved in preparation of this update will be abstracted as a result of Brexit related staffing on Benbow and Mutual Aid).
49/2020/P	9 November 2020 City of London Police Authority - Governance	Simplified version of key strands of work on Lisvane/ Governance to be produced to help track progress.	Deputy Chief Executive	IN PROGRESS Update report due at January 2021 PAB meeting.
50/2020/P	9 November 2020 City of London Police Reserve – Utilisation and Deployment	Further information to be reported on the number of hours committed by the Special Constabulary; how the SC were utilised and how they were best utilised	Commissioner of Police	IN PROGRESS There has been an e-mail exchange between the Chairman and Specials Commander with a request for data and an update is anticipated in February.

51/2020/P	16 December 2020 City of London Joint Health and Wellbeing Strategy Refresh update and engagement	Action Plan would accompany the Strategy with lead stakeholders and contributors. This will be another piece of work after the Strategy has been developed.	Commissioner of Police/Director of Community and Children's Services	IN PROGRESS Action Plan currently being developed by DCCS. Force to report on any progress around how this will dovetail with the Sector Policing model in due course.
52/2020/P	16 December 2020 Questions relating to the Work of the Board – Changes to Build Environment	The Force to provide feedback on specific changes to the built environment in the City to Planning & Transportation Committee through a review being conducted on the temporary measures introduced in 2020.	Commissioner of Police/Director of Built Environment	IN PROGRESS Force to feed into the DBE review in January 2021.

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Police Authority Governance Arrangements – Phase 2 Timetable (December Refresh - 11/12/2020)

Ref	Task	Lead	By	Comments
Governance				
1	A review of PAB's Terms of Reference (ToRs), in light of the Lisvane Review	Polly Dunn (PD)	PAB Feb 2021	To provide greater clarity to CoLP about which City Corporation Committees would regularly be expected to provide scrutiny of CoLP business on behalf of PAB. This should also consider the question of term limits for PA Members as set out in the Lisvane Review NB Review of COLPAB TOR should happen no later than February PAB so that amendments can be recommended to March Policy/April Court.
2	The bifurcation of Performance & Resource Management (P&RM) into two separate sub-committees: one committee to focus on the City Policing Plan and CoLP performance; the other committee to focus on finance, risk, CoLP accommodation and change programmes	PD	PAB Feb 2021	N.B Committee TORs can be reviewed by Committees themselves at their Q3 meetings (February) and considered by COLPAB at its March meeting. The new Committees with their finalised TORs will be appointed by COLPAB at its April 2021 meeting.
3	A review of the Economic Crime Committee (ECC) ToRs	PD	PAB Feb 2021	To widen its remit to cover the CoLP NLF Plan, CoLP's private sector partnerships in this area, Cyber Griffin, and the newly acquired National Police Chiefs Council (NPCC) Cyber Portfolio. (N.B Please see comments box - ref 2 – for timings)
4	Co-option of additional external Members (with a specific background in policing and/or law enforcement), including two external Members onto PAB and where appropriate up to two external Members on each of the various sub-committees.	PD	PAB Feb 2021	Additional external members on COLPAB needs to be considered at Feb COLPAB and recommended to March Policy and April Court as per Ref 1. Additional external members on Committees is within the gift of COLPAB and it can amend Committee TORs accordingly as per the timeline outlined above at Ref 2 and Ref 3.
5	Introduce an annual skills audit prior to the Spring Court of Common Council elections for new PAB Members	PD	March 2021	The skills audit should be conducted across both COLPAB and its Committees in March 2021 to avoid cutting across the work undertaken on terms of references.
6	Creation of JDs for PAB Chairman, Deputy Chairman and Sub-Committee Chairmen, and a generic role profile for a PAB Member	AO/SL/PD	PAB Feb 2021	Drafted the JD for the PSI external member. The recruitment pack including the JD is currently being reviewed by HR.

7	Ensure reporting of the Transform Programme meets the requirements of the PA Board	AL/ AC	PAB Jan 2021	Transform is now a standing item at PAB & P & RM Committee. A report providing proposals for future reporting to PAB is being presented to the Dec 2020 PAB. The reporting requirements therefore will be in place for the Jan 2021 PAB.
8	Refresh the Crime and Disorder Scrutiny Committee - to scrutinise the delivery of the SCP Strategy for 2020/21	CST/DCCS	PAB Oct 2021	Will include the Chairman of the SCP, Deputy Chairman & the appropriate SIA Lead (s)
9	Introduce a Financial Reserves Policy	PK/AC	PAB Dec 2020	
10	Introduce a Finance Oversight framework – to clarify the PA/COLP Roles & Responsibilities (lines of demarcation)	PK/AC	PAB Jan 2021	
11	Ensure all SIA Leads have an opportunity to provide early input to and feedback on the formulation of the CoLP Policing Plan.	AO/SL	Aug 2021	Propose to have the first Policing Plan Workshop in Mid - September and then November in 2021. Supporting information for the workshop will be provided by Corporation Officers by Mid Aug
Member knowledge framework (Support, Guidance & Advice)				
12	Compile an induction pack for new PAB members	PD/PAT	Ongoing	The pack will cover legislative background, policies, guidance notes, PAT JD's/role profiles.
13	Develop guidance pack for SIA Leads	AO/CLO's/SL	PAB Feb 2021	The pack includes SIA role profile and bespoke information sheet developed by the Corporation Lead Officer (CLO)
14	Develop a robust PA monitoring framework to strengthen the oversight & scrutiny of the Transform Programme in terms of measuring progress, delivery & outcomes	AL/AC/SL	PAB Jan 2021	To ensure better visibility of the programme and improve the scrutiny of progress, costs & delivery.
Policy Development				
15	Develop Police Authority Equality & Inclusion Strategy (aligned with TRT)	RW/AO	PAB April 2021	
16	Input into the Corporation/SCP Strategic Needs Assessment for 2020/21	CST/DCCS	TBA	
17	Input into the Safer City Partnership Strategy for 2021/22 & the development of the Corporation's crime prevention strategy	CST/DCCS	TBA	
18	Develop a PA Future of Policing policy	PAT	PAB May 2021	
PAB Communications				
19	Review of the current COLPA website and implement changes – so that meets the requirements of the Joint Communications & Engagement Plan/mirrors other policing bodies sites	PAT/ Internal Comms	March 2021	

20	Implementation of a Joint Communication & Engagement Plan plus Community Engagement Plan to support the work of the PA.	BR/SL/TLT CSP Team	PAB Feb 2021	Key areas of focus raising awareness of CoLP's NLF activities and specialist protective security programmes, as well as community engagement
Police Authority – Operational Arrangements				
21	The creation of formal roles for PA Deputy Chief Executive and PA Deputy Treasurer as part of the implementation of the City Corporation's TOM, including whether any formal delegations should be provided to each post by the PA Chief Executive and Treasurer	SL	TBA	Role of PA Deputy Chief Executive created as part of TOM changes agreed by December CoCo.
22	Develop a high-level costed Business plan for 21/22 & PA Risk Register	SL/AO	PAB Feb 2021	
23	Request a designated PA budget against which spending on PA activities across the City Corporation can be reported to relevant committees, as well as benchmarked against other police authorities	AC/CAB	PAB Feb 2021	
24	Introduce service level agreements (SLAs) between the PA and key City Corporation Services - including Comptrollers', Human Resources, Corporate Strategy & Performance, Chamberlain's and City Surveyors'.	AO/SL	March 2021	
25	Commission the City Corporation's Corporate Strategy & Performance Team to review performance data and reports on community feedback and provide performance outturn report to Policing Plan Workshop	KS (CSP)	Jan 19 th Workshop	The City Corporation's Strategy & Performance Team provided a performance outturn for last year's workshop as well as a verbal update on community feedback. This analysis helped to the inform priority setting for the COLP Policing Plan.

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Committee(s) Police Authority Board	Dated: 7 January 2021
Subject: Draft PA Financial Framework	Public
Report of: PA Treasurer	For Decision
Report author: Head of PA Finance	

Summary

Paragraph 8 of the PA Governance Paper to PAB in November 2020 proposed actions to develop a framework of overarching policies. This draft is provided in response to the “financial oversight” element of those actions.

The high-level framework has been prepared with the purpose of clarifying how PA will provide financial oversight of CoLP. It will be in a way that is proportionate and strategically-focused, respecting the operational independence of the Commissioner while strengthening accountability and the discharge of PA’s responsibilities.

The framework aims to support the wider PA governance process and the potential direction of travel arising from the Lisvane review. Also, while we are not formally bound by it, it aims to apply the requirements and good practice guidance for PCC’s issued by Home Office / APCC / CIPFA, and support implementation of the CIPFA Financial Management & Capability Review of CoLP.

Recommendation

Members are asked to agree whether the high-level principles and processes set out in this paper provide a suitable basis for future PA financial assurance purposes, and to indicate if there are areas where further work is required.

Main Report

Objectives / Principles

The framework is intended to:

- Provide consistency with the wider PA direction of travel for its oversight of CoLP, in particular by enabling CoLP to manage its budget in a way which supports operational independence, while in parallel strengthening the delivery of PA's strategic responsibility for ensuring an efficient and effective force. Supported by a culture of:
 - Transparency – e.g. on performance and allocation of resources. The effectiveness of PA scrutiny will be highly dependent on the depth, robustness and timeliness of information provided.
 - Accountability – including openness to constructive challenge and scrutiny at the strategic level.
 - Collaboration – between Force and PA, including through the production of joint papers to PAB where appropriate.
- Incentivise good financial management discipline and behaviours.
- Ensure clear separation between the PA assurance role and CoL's role in providing services to CoLP. While this paper focuses on the PA assurance role, it also provides a basis for the roles and arrangements of Force finance to be clarified in relationship to it.

PA will lead on CoLP funding arrangements and will particularly endeavour to strengthen its relationship with Home Office in providing coherent oversight of all elements of Home Office provision to CoLP.

PA Finance will provide the first point of PA review and scrutiny on CoLP financial matters and will advise the Chairman and Members on its review.

Key areas of PA's financial focus

1. Medium-term financial planning.
2. Revenue & Capital budget setting.
3. Budget monitoring / outturn reporting.
4. VFM (economy, efficiency, effectiveness) assessment.
5. Financial control & management capabilities.

More detail is provided in the sections below.

1. Medium-term financial planning

- a) PA Finance will lead and facilitate the joint preparation of Police MTFPs, which will be updated at least once pa and will create the affordability envelope for the annual budget setting process.
- b) PA will ensure that MTFPs:
 - Are affordable / balanced – and underpinned by realistic funding, charging and capital financing assumptions.
 - Are aligned to workforce, non-pay and local income plans.
 - Contain challenging savings targets.
 - Identify and test the key risks and opportunities to Police medium-term finances.
 - Are supported by an appropriate reserves policy and loan repayment strategies.

2. Budget setting

- a) CoLP will develop and submit draft revenue and capital budgets within the affordability envelope of the MTFP. PA will review and challenge and, once satisfied, recommend for approval through CoL governance.
- b) PA will ensure that Police revenue and capital budgets:
 - Are set within the MTFP envelope, particularly with regard to affordable workforce levels, and fully funded.
 - Are aligned to CoLP plans and priorities – with clear demonstration of need and planned allocation of resources, particularly between its national and local roles.
 - Are underpinned by appropriate detail and confidence assessments on savings, income and non-pay plans, and align with workforce plans.
 - Clearly demonstrate how the capital priorities have been determined within the £5m pa envelope – and how these align with CoL criteria. Including procurement / cyclical replacement projects.

3. Budget Monitoring / Outturn Reporting

- a) CoLP will provide detailed and transparent quarterly reporting of spend to date and forecast outturn for PAB review, which will include:

- A clear explanation of key variances ytd.
- A robust and appropriately detailed basis for forecasts, in particular setting out workforce projections to support pay forecasts, along with a dynamic update of savings delivery progress and projections.
- Progress and projections on capital projects and their associated spend.
- Identification, and where possible quantification of, the specific In-year risks & opportunities outside of the forecast.
- Provision of high-level assurance on the operation of financial controls.
- Progress against the CIPFA FMCR action plan, in particular as it applies to development of Force financial culture and Finance Team capability.

4.VFM (economy, efficiency, effectiveness) assessment

- a) For example to ensure (i) that clear strategic plans and priorities are identified and aligned to available resources through the budget setting process, (ii) there is transparency on costs of national and local policing services, benchmarked where possible, and (iii) that change programmes are underpinned by robust business cases, including options appraisal, whole life costs, and financial and qualitative benefits assessment / realisation.
- b) This will include as current priority areas:
 - TOM / Transform / Police Accommodation Strategy (including Shared Services).
 - NLF / Action Fraud strategies and plans.
 - Periodic reviews of how resources are allocated to services / functions – esp. to ensure maximised allocation to frontline coupled with lean support services.
 - Capital and procurement projects.
- c) CoLP will provide appropriate documentation and regular reporting, and involve PA in its own governance where appropriate, to enable PA to assure:
 - The fitness for purpose of strategies and plans – ensuring alignment with CoL & CoLP plans, and National Policing and other Government policies.

- The quality of strategic / business cases, options appraisal and whole life costing in demonstrating VFM and longer-term affordability – and in providing delivery assurance.
 - That modern and best practice arrangements and benchmarks are being followed as appropriate.
- d) The focus of attention will transition more firmly from process to substance.
- e) PA will also assure requirements for and delivery of big strategic initiatives funded by CoL on behalf of CoLP.
- f) PA will also receive assurance from HMICFRS, Internal Audit and other inspection / review bodies on matters of CoLP efficiency and effectiveness.

5. Financial Control & Management capabilities

- a) CoL currently provides significant elements of CoLP's financial processes (e.g. accounts payable, accounts receivable, payroll, pensions, treasury and significant elements of corporate finance), as well as procurement, and work is ongoing to determine the future scope of financial shared services and the retained finance structure within CoLP.
- b) Whatever the outcome of this work, there is a continuing need for PA to build assurance on the effectiveness and coherence of financial management and control being applied to CoLP.
- c) PA also need to be assured that the Force culture is supportive and enabling of strong financial and business discipline - and is appropriately developed in financial literacy.
- d) PA finance will continue to engage with COFO and Force finance to support the provision of assurance to PAB, particularly through progress reporting against CIPFA FMCR action plan (last bullet under 3).
- e) PAB, through P&RM Sub-Committee, will also receive assurance on the effectiveness of financial / business management and control from Internal Audit.

Alistair Cook
Head of Police Authority Finance

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