



Performance and Resource Management Sub (Police) Committee

Date: WEDNESDAY, 14 NOVEMBER 2012

Time: 11.00am

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Deputy Douglas Barrow (Chairman)
Bob Duffield
Deputy Keith Knowles
Kenneth Ludlam
Don Randall

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**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 5 September 2012 (copy attached).

For Decision
(Pages 1 - 4)
4. **PERFORMANCE AGAINST TARGETS IN THE POLICING PLAN: APRIL - SEPTEMBER 2012**
Report of the Commissioner (copy attached).

For Information
(Pages 5 - 24)
5. **HUMAN RESOURCES MONITORING INFORMATION: APRIL 2012 - SEPTEMBER 2012**
Report of the Commissioner (copy attached).

For Information
(Pages 25 - 34)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
8. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
9	4 & 7
10 - 11	4

Part 2 - Non-Public Agenda

9. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 5 September 2012 (copy attached).

For Decision
(Pages 35 - 36)

10. **BUDGETED WORKFORCE PLAN**
Report of the Commissioner (copy attached).

For Information
(Pages 37 - 40)

11. **CITY FIRST CHANGE PROGRAMME UPDATE**
Report of the Commissioner (copy attached).

For Information
(Pages 41 - 48)

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

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

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POLICE PERFORMANCE AND RESOURCE MANAGEMENT SUB COMMITTEE

5 September 2012

**Minutes of the meeting of the POLICE PERFORMANCE AND RESOURCE
MANAGEMENT SUB COMMITTEE held at Guildhall, EC2 on Wednesday, 5
September 2012 at 12.30 pm.**

Present

Members

Deputy Doug Barrow (Chairman)
Bob Duffield
Deputy Keith Knowles
Kenneth Ludlam

Officers

Neil Davies	Head of Corporate Performance and Development
Ignacio Falcon	Policy Officer
Steve Telling	Chief Accountant
Paul Nagle	Head of Audit and Risk Management
Jeremy Mullins	Audit Manager

City of London Police

Ian Dyson	Assistant Commissioner
Eric Nisbett	Director of Corporate Services
Hayley Williams	Secretariat Manager

1. APOLOGIES

Apologies were received from Don Randall.

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

There were none.

3. MINUTES

The public minutes of the meeting held on 25 May 2012 were agreed.

4. INTERNAL AUDIT UPDATE REPORT – FINANCIAL YEAR 2012/13

The Sub-Committee considered a report of the Chamberlain providing an update on internal audit activity for the City of London Police. The paper was intended to become a regular six-monthly report to the Sub-Committee, in line with a suggestion by the Audit and Risk Management Committee.

Following a question, a Member expressed surprise that the Internal Audit department had not been recently involved in evaluating business continuity

arrangements at the Force and the Sub-Committee asked to be informed as soon as an audit exercise was scheduled.

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

5. MEDIUM TERM FINANCIAL PLAN 2012-15

The Sub-Committee considered a report of the Commissioner with information concerning the Force's Medium Term Financial Plan for the period 2014/15. The report set out the risk profiles which had been developed using three different scenarios based on a sensitivity analysis (pessimistic, expected and optimistic) and outlined plans for addressing the financial position, including the possible use of reserves.

A debate on financial risks took place, where issues such as the possible need for a rise in Business Rate premium or the capacity for the Force to manage the reduction in police officer numbers were considered.

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

6. PERFORMANCE AGAINST TARGETS FOR THE POLICING PLAN 2012-15 – FIRST QUARTER 2012/13

The Sub-Committee considered a report of the Commissioner detailing the Force's performance against the Policing Plan targets for the first quarter of 2012/13. Out of 18 targets, only one had an 'amber' status.

There was some confusion as to why some targets had been identified as 'achieved' at this early point in the financial year and it was clarified that these should simply be regarded as 'green'. Seventeen of the targets should therefore be regarded as 'green'.

Members were interested on the impact of the Olympic and Paralympic Games on the performance measures and the Assistant Commissioner indicated that this had been smaller than anticipated. The discussion moved to the subject of general mobilisation for unforeseen public order demands and the difficulty of extrapolating figures since Operation Benbow arrangements (for joined operations alongside the Metropolitan and the British Transport Police) were deployed in case of major public order challenges.

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

7. CITY OF LONDON POLICE RISK REGISTER - UPDATE

The Sub-Committee considered a report of the Commissioner updating Members on the Force's revision of the Risk Register following comments from the Police Committee. At a previous meeting, Members had expressed concern at the likelihood ratings of risks SR04 and SR05 – relating to Economic Crime and Staff Morale, respectively – being classified as "High". The report indicated that the likelihood of SR04 had been revised to 'Medium' and its wording had changed to "*Failing to deliver as Lead Force for Economic Crime*".

Members of the Sub-Committee felt that the revised wording did not capture the nature of the risk, which in fact related to the entire 'performance' of the Force in relation to its national responsibilities. Thus, it was suggested that the Police Committee should consider replacing the words 'Failing to deliver' for the word 'performance'.

RESOLVED – That the Police Committee be asked to consider replacing the words 'Failing to deliver' for the word 'performance', in the description of the Risk SR04.

8. HMIC POLICING IN AUSTERITY – ONE YEAR ON

The Sub-Committee considered a report of the Commissioner summarising the main points of two reports by HM Inspectorate of Constabulary (HMIC) on police forces' approaches to dealing with the budget challenges arising from the CSR announcements. The City Police did not fall into any of the key risks areas identified in the report.

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

9 QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were none.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were none.

11. EXCLUSION OF THE PUBLIC

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

Item No.	Exempt Paragraphs
12	4
13	7
14 – 15	-

ITEMS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED

12. BUDGETED WORKFORCE PLAN

The Sub-Committee received a report of the Commissioner.

13. CITY OF LONDON POLICE RISK REGISTER – NON-PUBLIC APPENDIX

The Sub-Committee received a report of the Commissioner.

14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were none.

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

There were none.

The meeting closed at 1.30pm

CHAIRMAN

**Contact Officer: Iggi Falcon
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Agenda Item 4

Committee(s): Police Performance and Resource Management Sub-Committee	Date(s): 14 th November 2012
Subject: Performance against Targets in the Policing Plan, April to September 2012.	Public
Report of: Commissioner of Police POL 73/12	For Information

Summary

1. This report summarises performance against the Policing Plan 2012-15 for the first two quarters of the 2012-13 financial year (April to September 2012).
2. At the end September 2012, of the 18 policing plan targets, 1 had been achieved and is now closed, (WHITE), 14 were on track to be met (GREEN) and 3 were graded (AMBER), slightly behind target, but with the possibility the target might still be met by the end of the year.

1. Maintain 95% ring of steel patrols commensurate with threat	GREEN
2. Improve quality and coverage of engagement with SMEs	GREEN
3. All relevant plans within CoL scrutinised by the CT ALO	GREEN
4. 85% of Griffin/Argus attendees agree CoLP prepared to deal with terrorist or major incident	GREEN
5. Disrupt 25% of OCGs using fraud as a means of committing crime	AMBER
6. Improve the quality of fraud alerts to businesses and public sector	GREEN
7. 85% of attendees to Fraud academy courses satisfied with quality and content	GREEN
8. Participate in 95% of Economic Crime Command co-ordinated by the National Crime Agency's Economic Crime Operational Group	GREEN
9. Maintain 95% of no. and trained/equipped officers to meet national req'ts for mobilisation and support Olympic and Paralympic games	ACHIEVED
10. 85% of residents and businesses satisfied with information rec'd relating to pre-planned large events	GREEN
11. Reduce levels of victim based violent crime compared to 2011-12	AMBER
12. Reduce levels of victim based theft compared to 2011-12	GREEN
13. Reduce no. of road collisions resulting in injury compared to 2011-12	AMBER
14. Increase the number of uninsured vehicles seized compared to 2011-12	GREEN
15. Increase the no. of cyclists referred to the Cycle Safe Scheme	GREEN
16. 85% of crime victims and those reporting ASB satisfied with the way CoLP handled their case	GREEN
17. 80% of street population surveyed consider CoLP doing a good/excellent job	GREEN
18. Respond to at least 95% of 999 calls within 12 minutes	GREEN

Recommendation

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

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2012-15 for the first and second quarters of the 2012-13 financial year (i.e. April to September 2012). All relevant performance information is contained within Appendix 'A' with only those areas where targets have not been met highlighted within the body of the report itself.
2. As with previous reports, this performance report includes brief overviews of Force performance that are not covered by specific targets.
3. The "traffic light" criteria used in these reports is as follows:
 - White – target achieved;
 - Green – target on course to be achieved by due date;
 - Amber – progress against the target behind schedule or failing, but could still be achieved by due date;
 - Red – target not achieved by due date/will not be achieved by due date.

Following feedback from Members at your last sub committee, WHITE will only be used as classification when a target has actually been delivered whereas previously it was used to describe a target that had been achieved to date.

Current Position

Overview of Force Performance

4. Notable successes over the reporting period, in addition to those items noted in the first quarter report, include:
 - The Major Crime Investigation Team charging five people with committing grievous bodily harm with intent following a stabbing on Gresham Street in July, bringing the total number of people charged to eight.
 - The National Fraud Intelligence Bureau's (NFIB) *Know Fraud* intelligence system has been an effective tool in preventing and

disrupting investment fraud, with estimated savings to victims over the past four months in excess of £1.7m.

- During July, the diligent response of City officers to suspicious activity at premises being used by the French Olympic Committee resulted in £200k worth of stolen property being safely returned to its owner.
- Action taken by three special constables resulted in two men receiving five-year jail terms for possession of firearms.
- A fraud squad investigation has resulted in a six-year jail sentence of a former lawyer who attempted to take control of a £19m business with fraudulent documents and a false identity.
- A team of street robbers have been jailed for four years for attempted robbery and robbery following officers using CCTV footage to track their movements before and after the crimes.

Target Performance

5. At the end September 2012, of the 18 policing plan targets, 1 had been achieved and is now closed, (WHITE), 14 were on track to be met (GREEN) and 3 were graded (AMBER), slightly behind target, but with the possibility the target might still be met by the end of the year.
6. The end of September saw the majority of targets either being met or on track to be met; all relevant details are contained in the Appendix to this report. Only those targets recorded as AMBER or RED are discussed within the body of this report, as follows:
7. **To disrupt at least 25% of Organised Crime Gangs who use fraud as a means of stealing from individuals, businesses and the public sector:** This target is currently slightly behind profile. To achieve the target the Force will need to have disrupted 24 groups by the end of the year; at the half way point 10 have been classified as disrupted, 2 below profile.
8. Organised crime gang (OCG) activities are now incorporated into daily tasking meetings so that OCG disruption is a standing agenda item. The management of OCGs will be incorporated into the remit of the Force Intelligence Bureau, in the Intelligence and Information Directorate, in due course. It is anticipated this will have a positive impact on the level of future disruptions, as this will provide a completely independent and focused overview. (Measurement of OCGs was previously the responsibility of the Directorate investigating them, and so there was a potential conflict of interest. This will no longer be the case).

9. Members may wish to note that the processes and structures to define and assess OCGs nationally are still in development. The Organised Crime Co-ordination Centre (OCCC) is being developed. A significant number of staff are already in place and it is headed by a Chief Superintendent. It will come under the NCA and will go live in 2013. This currently creates some difficulty in defining the strategy for OCGs at a local level.
10. **Reduce levels of victim based violent crime compared to 2011-12.** At the end of the first half of 2012/13 the Force is just on the year to date target (285 offences compared to 280 for the same period last year). Any event that results in an unusually high number of violent crimes being recorded will jeopardise end of year achievement. No single category of violent crime has seen a significant numerical increase compared to last year, the highest being in Assault of Police Constables which has increased by 7 to 15. There has been some increase in violence in licensed premises in the last quarter. 37 were recorded between July and September, the highest number since Oct-Dec 2010. It may be significant that that this was during the summer period, when the night time economy is traditionally busier.
11. The Force Intelligence Bureau has been tasked to analyse these offences further. Indications are that the non-alcohol related offences are random in nature, not following any particular pattern. Alcohol-related offences are considered at the newly formed Licensing Tactical Groups meetings which look to reduce offences of violence in the vicinity of licensed premises using a partnership approach. A multi-agency operation targeting top venues for offences is due to be held in November 2012 and updated 'Hot Spots' for violent crime are fed into taskings as new information or intelligence is received.
12. The Uniform Policing Directorate has also been tasked with formulating a crime reduction plan, which will include an increase in high visibility patrolling at identified crime hotspots. All violent crime investigated by CID teams involves liaison with Licensing to identify any issues with particular premises. CID and Licensing meet with venue managers to discuss improved measures at an early stage.
13. **Reduce the number of collisions resulting in injury compared to 2011-12:** At the end of September 2012 the Force had recorded 218 collisions compared to 214 at the same time last year. The Force is above the year to date target of 215 by 3 offences.

14. Analysis has been conducted looking at causation factors, which has identified hot spot locations for preventative work, enabling resources to be deployed through tasking to where they will be most effective. The data indicates an increase in motorcycle casualties, together with a required focus on pedestrians due to the level of injuries they are sustaining. Pedestrians were also identified as one of the principal causation factors for other collisions, due to not paying sufficient attention when crossing roads. Campaigns are underway to try and reduce collisions and PCSOs continue to be engaged in daily education leafleting campaigns at hot spots and railway stations.
15. In addition, the Uniform Policing Directorate is developing an action plan around road safety to identify areas for improvement. Senior Managers within that Directorate are engaging with relevant departments and committees within City of London Corporation to develop a more joined up approach. Members may wish to note that the Safer City Partnership do not cover road safety as they are a crime and disorder partnership and it does not fall within crime or disorder.

Conclusion

16. As with the first quarter, the Force has ended the second quarter presenting solid performance across the entire range of policing plan targets. However, there remains considerable challenges ahead to maintain these levels, and sustained effort will be required if the Force is to meet its targets in relation to violent crime and reducing road casualties.

Background Papers:

- **Appendix “A” Performance Summary**

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Appendix A: Performance against targets/measures in the Policing Plan 2012-15 for period 1st April 2012 – 30th June 2012.

WHITE	Target achieved	GREEN	Performance on track to achieve target by due date	AMBER	Progress against target is significantly behind schedule, but the target might still be achieved	RED	No progress on target or deadline/level has not been met
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Counter Terrorism

Protect the City of London from terrorism and extremism	
Measure	Traffic Light
1. To maintain at least 95% of our dedicated Ring of Steel patrols at a level commensurate with terrorist threat levels	GREEN
Performance	<p>Requirement - 1635 hours per month</p> <p>Actual hours engaged on CT specific duties = 5967 hours.</p> <p>Over the course of the second quarter, the Force exceeded the “UPD Requirement” significantly every month. This was due to the increased levels of patrols as a result of the Queen’s Diamond Jubilee and the Olympic and Paralympic games.</p>

Measure		Traffic Light
2. By 31 st March, to have delivered a programme to improve the quality and coverage of engagement with Small and Medium Sized Enterprises.		GREEN
Performance	<p>1. Improving quality of engagement</p> <p>The main milestones regarding this engagement are:</p> <ul style="list-style-type: none"> • Identify the potential target audience • Visit a number of SMEs to gauge interest and appropriate contact methods • Formulate a template for a bespoke SME newsletter, in consultation with Corporate Communications. For a trial period this will be circulated monthly, this will be reviewed in October 2012 to see if frequency is correct or needs adjusting. • Hostile Recon. video to be submitted for ACPO approval • The completion of the new CT web page. • SME CT/SB briefing provisionally booked in the CH Rolph Hall on the 14th of November between 0900hrs and 1100hrs. • SME's to be contacted re availability and attendance on the 16th of October. • Next newsletter being circulated on the 18th of October. • Survey of services required by SME's compiled and is awaiting circulation. • Personal engagements continue, in order to reach out to an increasing number of SMEs. <p>2. Improving coverage of engagement</p> <p>Having successfully reviewed the circulation list, the number of SMEs who have requested the newsletter has increased from 257 to 353</p> <p>"Boots" have been briefed on the newsletter and now receive it for their internal circulation as they feel appropriate</p> <p>There is no benchmark data available to establish a datum for levels of satisfaction. This could be incorporated in the survey to enable benchmarking for 2013.</p>	
Measure		Traffic Light
3. To ensure all relevant plans for development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison Team		GREEN
Performance	The Architectural Liaison Officer attends the monthly City of London Corporation Planning Meeting at which all new planning applications are discussed. Additionally the ALO receives a weekly email summarising all new applications, enabling early scrutiny of applications. To the end of September a total of 21 have been received and consultation has taken place on all of them.	

Measure		Traffic Light
4. To ensure that at least 85% of people attending Project Griffin and/or Argus seminars consider the City of London Police is prepared and capable of dealing with a terrorist or major incident		GREEN
Performance	<p>During the first quarter, an average of 97.6% of 140 attendees to events considered the Force prepared and capable of dealing with a terrorist or major incident.</p> <p>During the second quarter, there was one Griffin event during July and one during September, both of which returned satisfaction levels of 96%. None were held during August due to Olympics commitments.</p> <p>During the second quarter, five Argus events were held during July (3 returned 100% satisfaction, 1 recorded 95% and 1 returned 93%). No events were held during August. During September, there were two Argus events, one retail which had 25 attendees with a satisfaction level of 96% and one to Lloyds which had 10 attendees with a satisfaction level of 100%.</p>	
Protect the City of London and UK from Fraud		
Measure		Traffic Light
5. To disrupt at least 25% of Organised Crime Gangs who use fraud as a means of stealing from individuals, businesses and the public sector		AMBER
Performance	<p>Total OCG Disruptions to Date: 10</p> <p>The target is to achieve two disruptions a month.</p> <p>The OCG element is incorporated into daily tasking meetings whereby the discussion of OCG disruption is a standing agenda item. A relevant segment concerning OCG disruption is therefore included within the minutes of these meetings. The management of OCGs will be incorporated into the remit of FIB (in the Intelligence and Information Directorate) in due course.</p> <p>There are developments nationally with the introduction of the Organised Crime Co-ordination Centre which will be part of NCA and will go live in 2013. This currently creates some difficulty in defining the strategy for OCGs at a local level.</p>	

Measure	Traffic Light
6. To improve the quality of fraud alerts shared with business and public sector organisations	GREEN
Current Position	<p>In the 1st quarter, the NFIB issued 245 Alerts across a broad range of recipients in Law enforcement, Industry and members of the public. The main areas of dissemination were in Share Purchase Fraud and Credit Card Fraud, with other alerts relating to Advance Fee Fraud, Cheque Fraud, and Telecommunications Fraud and On-line shopping Fraud.</p> <p>During the second quarter (July to September) the NFIB feedback mechanism for Alerts was reviewed and a new online survey function was introduced on 11/07/2012, replacing the existing format. The purpose of the introduction of the online survey function was to improve accessibility to stakeholders by removing unnecessary steps for completion. This process will be reviewed and streamlined where suitable.</p> <p>The future roll out of the online survey function will be introduced to the broader range of NFIB products as they are published, in order that all disseminations are included to capture feedback from stakeholders and product recipients.</p> <p>The following question, which was not previously included in the 1st quarter Stakeholder Survey, has been included in the second quarter Stakeholder Survey – <i>The fraud alerts that the NLF has disseminated over the last 12 months are of high quality</i> (respondents are asked to what level they agree with this statement). The result stated below will be used as a baseline for the quality of future fraud alerts;</p> <p>61% of stakeholder agree that the fraud alerts have been of a high quality</p> <p>A new NFIB product titled “Intelligence debrief report” was recently disseminated to business and public sector organisations. This report which provides a high level of detail with regards to informing the recipient with information concerning fraud trends identified by NFIB as well as relevant prevention advice has been devised to aide in the improvement of the quality of fraud alerts shared with business and public sector organisations.</p>

Measure		Traffic Light
7. To ensure 85% or more people attending Fraud Academy Courses are very satisfied overall with the quality and content of the course attended		GREEN
Performance	The cumulative figure of delegates that have found the quality and content of Fraud Academy Courses to be excellent, very good or good is 95%. The feedback forms have been using these terms to describe the level of satisfaction rather than the terms, completely Satisfied, very satisfied, fairly satisfied. Feedback forms are being completed by an average of 98% of attendees.	

Measure		Traffic Light
8. To participate in at least 95% of enforcement campaigns coordinated by the National Crime Agency's Economic Crime Operations Group		GREEN
Performance	<p>The enforcement campaigns have not changed since the last quarter, so are included again for the current quarter as they remain relevant. There were 6 key economic crime campaign activity areas where there is active or proposed enforcement activity. ECD are participating in all areas, as detailed immediately below:</p> <ul style="list-style-type: none"> • A SOCA led operation which is the continuation of the ECD led operation set up to deal with improving intelligence relating to Eastern European criminality, specifically money laundering. ECD will be involved in any enforcement activity but no timeframe has been set. • An operation led by ECD, the NCA and Home Office into share purchase fraud, which now has a full establishment of resources and infrastructure. The Joint Investigation Team should be in place in early August and operational activity is scheduled for during September. • With regard to an investigation into investment fraud (pension liberation), ECD is performing a consultative role at this time while the operational phase continues to develop. ECD will be engaged in any enforcement action. • ECD continues to progress OCG mapping through the application of day-to-day enforcement action by the operational teams. At ECD Tasking, OCGs are an agenda item; updates and bids are now cross-referenced to OCGs to ensure deliverance, recognition and enforcement action. • ECD is engaged with the Intellectual Property group and while tactics are being developed, ECD is part of the multiagency approach. • ECD is engaged with SOCA, who are leading on an investigation into cyber crime focussing on online ticketing of large scale sporting events, to support future enforcement action. 	

Respond effectively to public disorder	
Measure	Traffic Light
<p>9. To maintain at least 95% of the number of trained and equipped officers required to meet the national requirements for public mobilisation and support the Olympic and Paralympics games</p>	ACHIEVED
<p>Performance</p> <p>The Force is required to have available for the national mobilisation 3 Police Support Units (Public Order Trained to level I or II i.e. Shield Trained). Each consisting of 1 Inspector, 3 Sergeants, 21 Constables (including 3 drivers). All supplied with full protective equipment and in protected carriers. Mobilisation can be on a regional or national basis. 100% of requests for resources have been met.</p> <p>Changes were made across the whole Force (in accordance with national guidance) to ensure that resources were enhanced when demand required it, that overtime and cancelled leave days were kept to a minimum and support to colleagues in the MPS. To maintain officer numbers carrying out core Police Patrolling functions during the London 2012 Olympic and Paralympics Games, changes were made to Uniform Patrol Policing where duties were temporarily changed to an eight hour day pattern. This increased the number of actual working days per officer, reducing rest days and allowed greater flexibility in policing operations during the period without the need to incur cancelled rest days and overtime. In conjunction with the major change of shift pattern for Uniformed Policing, police officers in non-operational roles, such as Learning and Development and Projects, along with Prisoner Handling and Ward teams were taken from their normal roles and placed on the shift pattern. They worked alongside the patrolling officers enhancing the numbers available for deployment and increasing flexibility.</p> <p>Roads Policing, Support Group and the TFG also amended their shift patterns. Specialist crime re-organised their duties to provide an enhanced cover on key dates during the period when it was anticipated that there would either be a greater demand or the nature of events taking place required a speedier response. Economic Crime adapted their duties to provide support for Uniform Policing by covering the role of Prisoner Handling team throughout the period.</p> <p>Leave during the main Olympic three-week period was restricted to only 7% of the Force, and in some areas where their role was particularly crucial no leave was allowed. During the Olympic and Paralympics period the City of London hosted a number of parallel events which were resourced by CoLP officers. There were over 50 of these types of events, 20 of which attracted significant resources of 2 PS and 12 PCs or more, these were policed from the available resources and incurred minimal cancelled leave and overtime. CoLP provided specialists officers from TFG as Personal Protection Officers, Mounted officers, Roads Policing (VIP Escort) and Dog handlers. 21 Personal Protection Officers, supplied by TFG, deployed to the MPS on Mutual Aid. They worked a total of 394 days. 9 Mounted officers worked a total of 175 days. Roads Policing supplied eight motorcycle VIP Escort Trained Officers (VIPEX) who worked a total of 96 days on mutual aid.</p> <p>The Dog section provided nine Weapon Recovery and Explosive Dogs / handlers who worked a total of 91 days. In addition to this a latter deployment, for mutual aid, was instigated to cover the MPS policing operation around the Paralympics Committee's occupation of the Grange St. Paul's Hotel. The City of London Police were requested, and provided, 338 officer-days to this operation. The resources committed to this were two Inspectors three Sergeants and eighteen Constables per day between 27 August and 10 September 2012. During the Olympic & Paralympic period the CoLP Community team supplied a full-time Bronze to the Cross-Sector Safety & Security Partnerships Information Hub (CSSC).</p>	

Measure	Traffic Light
<p>10. To ensure at least 85% of residents and businesses are satisfied with the information received in relation to large pre-planned events</p>	<p>GREEN</p>
<p>Performance</p>	<p>The Following pre-planned events will be assessed within this measure: The Queens Diamond Jubilee; The Olympics & Paralympics; The Lord Mayors Show</p> <p>The Queen’s Diamond Jubilee City of London businesses and residents were surveyed to ascertain the level of satisfaction with Force communications relating to the Queen’s Diamond Jubilee (QDJ) arrangements. Marketing company Vocal Ltd of Colchester was commissioned to distribute the surveys and compile the results. Vocal used Survey Monkey and distributed the surveys to CoLP Business and Residents email group addresses on 18th June.</p> <ul style="list-style-type: none"> • 37 responses were received from residents, with 34 completing the overall satisfaction question. • 181 responses were received from the business community, with 163 completing the overall satisfaction question. • 95.1% (155 out of 163) of Business Community respondents answered very satisfied or satisfied to the question: “Overall, how satisfied were you with the information we sent you about the Queen’s Diamond Jubilee celebrations?” • 91.2% (31 out of 34) of Resident respondents answered very satisfied or satisfied to the same question. <p>2012 Olympic & Paralympic Games iModus surveyed City of London Businesses and Residents in respect of the CoLP provision of information in relation to the 2012 Olympic & Paralympic Games. This survey was conducted during September 2012.</p> <ul style="list-style-type: none"> • 100 responses were received from the business community • 25 responses were received from residents. • Satisfaction levels for business respondents (100 returned) were 96% which included 54% very satisfied with the information provided. • Satisfaction levels for residents (25 returned) were 90% including 60% very satisfied. <p>Of the respondents, 83% of the business respondents and 64% of the resident respondents located in the City of London.</p> <p>Overall, people were happy with the information provided and level of content and contact.</p>

Reduce the levels of violent crime and theft

Measure

Traffic Light

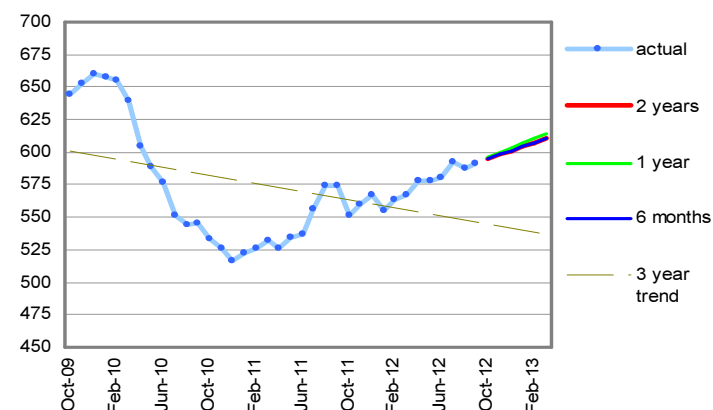
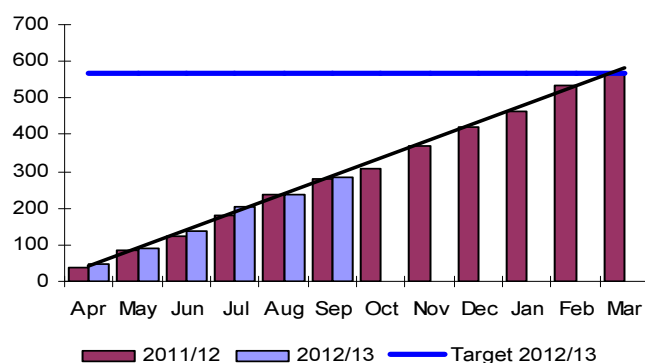
11. To reduce levels of victim based violent crime compared to 2011-12

AMBER

Performance

April-September 2012: 285 offences recorded (April-September 2011:280)

At the end of the first half of 2012/13 the Force is just on the year to date target; any event that results in an unusually high number of violent crimes being recorded will jeopardise end of year achievement. Focused operations to further reduce violence need to be continued in order to provide resilience. No single category of violent crime has seen a significant numerical increase compared to last year, the highest being in Assault of Police Constables which has increased by 7 to 15. There has been some increase in violence in licensed premises in the last quarter. 37 were recorded between July and September, the highest number since Oct-Dec 2010.



This chart shows that based on performance since April the Force is likely to end the year with the same number of victim based violent crimes as last year.

Trends based on between 6 months and 2 years data give similar indications, that the Force will end the year with between 610-614 offences, or about 45 offences over target. Violent crime has averaged 53 over the last three months, to an average of 47.

There has been a reduction in offences within the Crime Prevention category, with possession of weapons falling from 24 to 16 (-33%). 20% (412) fewer Stop/Searches were conducted between April and September 2012 than in the same period of 2011. (Some of this reduction will be due to unusually high levels during last year's August riots.) There have been 3 homophobic and 12 racial hate crimes since April 2012 compared to 9 racial hate crimes in the same period in 2011. No crimes have related to religion/faith, disability or gender reassignment. Men are more likely to be a victim of violence against the person (70.8%). Looking at the crimes recorded since April 2012, detection rates for violence against the person for white victims (27.5%) and non white victims (25.4%) are quite similar.

To reduce levels of victim based violent crime compared to 2011-12 (continued)

FIB has been tasked to analyse which offences are alcohol-related and which are not. Early indications are that the non-alcohol related offences are random in nature, not following any particular pattern. Alcohol-related offences are considered at the newly formed Licensing Tactical Groups meetings which look to reduce offences of violence in the vicinity of licensed premises using a partnership approach. A multi-agency operation targeting top venues for offences is due to be held in November 2012. Updated 'Hot Spots' for violent crime continue to be placed on the Tasking Planner – being updated as new information/intelligence is received.

Uniform Policing Directorate will be formulating a crime reduction plan, which will include an increase in high visibility patrolling at the crime hotspots.

All violent crime investigated by CID teams involves liaison with Licensing to identify any issues with particular premises. CID and Licensing meet with venue managers to discuss improved measures at an early stage.

The Crime Assistance Vehicle (CAV) car continues to operate Weds to Sat and has responsibility to attend all crime scenes relating to violent offences. CAV car personnel are able to provide advice on crime recording and identify any further verifiable evidence that may negate an allegation of this nature at the earliest opportunity.

Measure

Traffic Light

12. To reduce levels of victim based theft compared to 2011-12

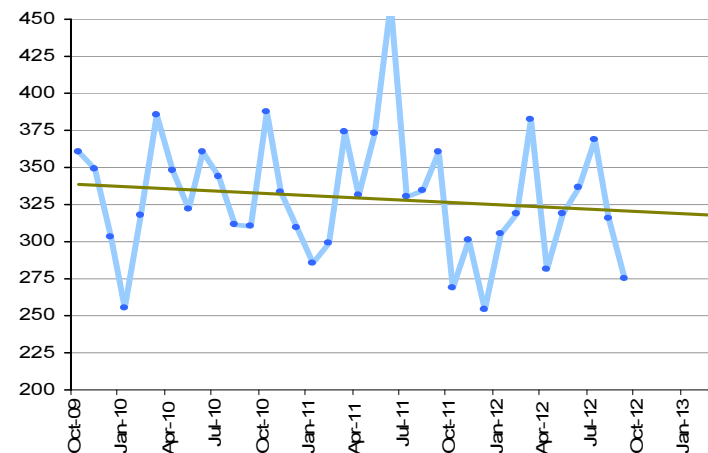
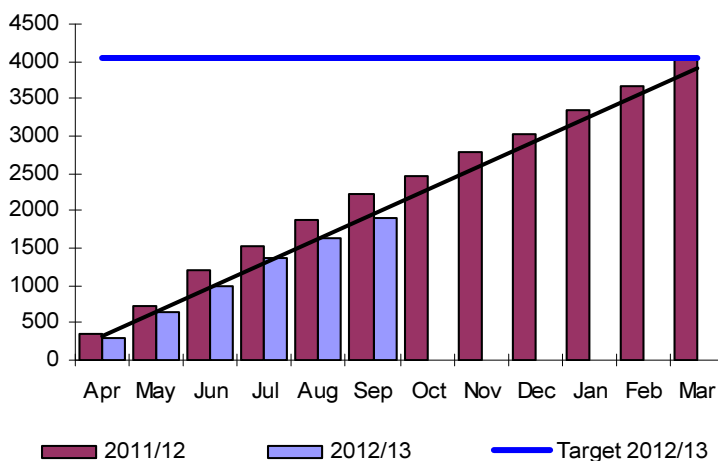
GREEN

Performance

April-September 2012: 1911 offences recorded (April-September 2011: 2210)

The Force has a 13.5% reduction (299 offences) compared with the first half of 2011/12, and is within range of achieving the target. The percentage reduction compared to last year is likely to reduce during the second half of 2012/13 but it is reasonable to expect to end the year with around 6% fewer offences. The most notable reductions have been in offences of shoplifting (down 27%, 106 fewer offences) and Theft of Pedal Cycles (down 35%, 101 fewer offences).

There has been increase in Burglary Non Dwelling (up 30 offences, 18%) compared to last year, but recent arrests may have helped to stem this increase - only 12 were recorded in September (compared to an average of 37 per month between April and August). Thefts from Licensed Premises are still showing a financial year to date increase (up 52 offences, 13%), but this too improved in September. 53 offences were recorded compared to an average of 82 per month between April and August.



This chart shows that based on performance since April the Force is likely to end the year with around 3850 offences, or a reduction of roughly 200, 5%.

Trends indicate comfortable achievement of the target.

Roads Policing

Measure

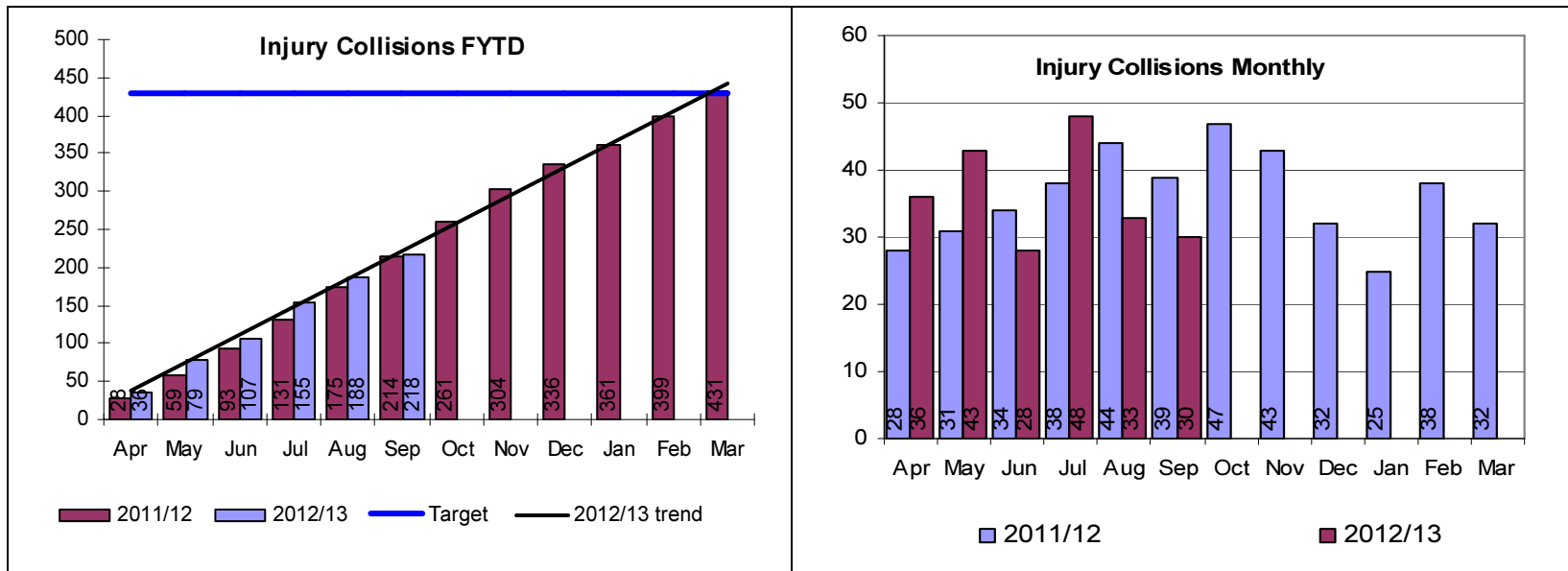
Traffic Light

13. To reduce the number of collisions resulting in injury compared to 2011-12.

AMBER

Performance

30 collisions involving injury were recorded in September, compared to 39 in September 2011. This brings the mid financial year number to 218, compared to 214 at the same time last year. The Force is above the year to date target by 3 offences.



Analysis has been conducted that has identified hot spot locations for preventative work and looked at causation factors, which has enabled resources to be deployed through tasking. Data shows an increase in motorcycle casualties and a focus is required on pedestrians due to the level of injuries they are sustaining together with the fact that they are causation factors for other collisions, due to inattention. Campaigns are underway to try and reduce collisions and PCSOs continue to be engaged in daily education leafleting campaigns at hot spots and railway stations.

In September 2012 there were 18 casualties recorded on CRS as a result of 16 crashes, which is a considerable reduction in the number of collisions 2010 (28) and 2011 (25).

There were 5 pedestrian casualties (1 Serious and 4 Slight) during September 2012, below the average of over 8 for the previous 3 years (7 Slight in 2011, 1 Serious and 7 Slight in 2010, and 1 Serious and 6 Slight in 2009).

Cyclist casualties at 7 (all Slight) are less than the average of over 10 (3 Serious and 6 Slight in 2011, 3 Serious and 11 Slight in 2010, and 1 Serious and 8 Slight in 2009) for the previous 3 years.

Motorcyclists casualties at 1 (Slight) is lower than the average at 7 (1 Serious and 4 Slight in 2011, 5 Slight in 2010, and 1 Serious and 10 Slight in 2009) for the previous 3 years.

The most common cause of a collision was 'Following to close' by 3 cars and 1 Private Hire vehicle who managed to crash into the back of 3 Taxis and a Motorcycle.

Initiatives are being instigated with partners in the SCP to develop targeted operations aimed at reducing the level of road casualties.

Measure

Traffic Light

14. To increase the number of uninsured vehicles seized compared to 2011-12

GREEN

Performance

Baseline insurance seizures 2011/12: 333 (253 for no insurance and 80 for no insurance AND no driving licence), monthly average 27.75

The total of uninsured vehicles to date is 204 against a profile of 203.

Finance Profile = £46,558 income against profile of £35,000.

Month	No Insurance	Ins & No D/L	Total	2012 Total	2011 Total = Target
April	13	10	23	23	28
May	24	2	26	49	52
June	21	6	27	76	98
July	24	9	33	109	119
August	30	10	40	149	158
September	41	14	55	204	203
October					228
November					253
December					281
January					296
February					312
March					333

FIB researched times of day when uninsured vehicles are most likely to be driven through the City. The MIDAS database has been activated at those times resulting in 55 activations for No Insurance during September, an increase of 38% on the previous month. The data for this target was 'front loaded' at the start of the financial year. The targets are therefore more difficult to achieve at the start of the year. As the year progresses the targets will progressively flatten out and consequently be easier to achieve.

Measure							Traffic Light		
15. To increase the number of cyclists referred to the Capital Cycle Safe Scheme (CCSS) compared to 2011-12.							GREEN		
Performance	<p>2011-12 Baseline = 128 Monthly profile = 63 Actual = 93 Operation Atrium (enforcement and educational Road Show) ran from 17th to 27th September inclusive.</p> <p>This left 17 days for the Capital Cycle Safe Scheme to be utilised as Atrium and the CCSS cannot be run simultaneously. However with abstraction of the Cycle Squad and RPU to the Olympics, officers not taking annual leave and different shift patterns, coupled with a focus on pedestrians and motor cyclists and the target being Green, focus has shifted to more pressing areas.</p>								
	Month	Tickets issued 2011/2012	Course Completed 2011/2012	% completed 2011/2012	Profile	Tickets issued 2012/2013	Total	Total Courses Completed 2012/2013	% completed 2012/2013
	April	16	13	81%	10.5	3	3		
	May	16	12	75%	21	33	36		
	June	9	2	22%	32	5	41		
	July	6	5	83%	42	8	53		
	August	5	3	60%	53	34	86	65	76%
	September	19	14	74%	63	7	93	75	80.6%
	October	9	2	22%	74				
	November	19	9	47%	84				
December	11	3	27%	95					
January	4	1	25%	106					
February	6	2	33%	117					
March	8	8	100%	128					
	128	74	58%	128			-		

Responding to the Community		
	Measure	Traffic Light
	16. To ensure at least 85% or more crime victims and those reporting antisocial behaviour satisfied with the way police handled their case (whole experience)	GREEN
Performance	<p>Baseline Figures for whole of 2011/12: People reporting ASB: 92.3% satisfied Victims of Crime: 88% satisfied</p> <p>Q1: Victims of crime: 87.9% satisfied. 153 out of 174 respondents expressed satisfaction with the service received. People reporting ASB: 94% satisfied. 47 out of 50 respondents expressed satisfaction with the service received.</p> <p>Q2: Victims of crime: 87.4% satisfied. 152 out of 174. People reporting ASB: 90% satisfied. 36 out of 40.</p> <p>MID FINANCIAL YEAR: 87.6% (Victims of Crime), 92.2% (ASB)</p>	
	Measure	Traffic Light
	17. To ensure at least 80% of City street population surveyed who expressed a view consider the police in the City of London are doing a good or excellent job	GREEN
Performance	88.2% (150 out of 170) respondents to the survey in Q1 expressed the view that police in CoL do a good or excellent job. Q2 data has not yet been analysed.	
	Measure	Traffic Light
	18. To respond to at least 95% of 999 calls within 12 minutes	GREEN
Performance	883 out of 905 (97.6%) incidents in the City that were graded for immediate response were attended within 12 minutes. The response rate for September was 99.1% (214 out of 216 incidents).	

Committee:	Date:
Police Performance and Resource Management Sub-Committee	14 th November 2012
Subject: Human Resources-Monitoring Information April 2012 – September 2012	Public
Report of: Commissioner of Police Pol 74/12	For Information
<p><u>SUMMARY</u></p> <p>This report sets out the Force’s Human Resources monitoring data for the 6 month period from 1st April 2012 to 30th September 2012. The data has been presented in the format previously agreed by your Committee.</p> <p>The data in the report includes information on:</p> <ul style="list-style-type: none"> • Force strength - which is currently 801 (rounded FTE) officers and 397 support staff (including 44 PCSO’s). • Joiners and leavers- 1 officer joined the Force during this period and 25 left. There have been 50 new police staff joiners, and 26 leavers. • Ethnicity- The proportion of regular officers from an ethnic minority in the Force is 5.8%. • Sickness- Staff sickness is the lowest since 1998. (Projected Staff 6.2 officers 4.7) • Grievances- 5 grievances have been received during the reporting period including 2 claims in relation to bullying/harassment. • The Force was involved in 3 Employment Tribunal cases. <p>RECOMMENDATION</p> <p>It is recommended that:</p> <p style="padding-left: 40px;">Members note the contents of this report.</p>	

MAIN REPORT

Background

1. Your Committee resolved that Human Resources Performance Monitoring reports should be received at six monthly intervals. This report therefore provides information for the 6 months from 1st April to 30th September 2012.

Current Position

2. The data has been presented in the format previously agreed by your Committee. Under the Equality Act 2010, equality and diversity data should be provided against nine protected characteristics: Gender, Religion and Belief, Race, Gender Reassignment, Disability, Age, Pregnancy and Maternity, Marriage and Civil partnership and Sexual Orientation. City Police HR are developing a quarterly review for the Force Performance Management Group, which covers all the protected characteristics except gender reassignment (at this time no one falls within this category). The review / equality impact assessment will, in time, include all aspects of the HR.

Work Force Management

3. There is currently an overall strength of 801 officers against a target establishment of 714 officers. It is projected that the strength will continue to reduce to 792 by 1st April 13, 749 April 14 and 704 April 15. It is also anticipated that there will be further growth within the establishment following additional funding within Economic Crime.
4. For Support staff the strength is 397 against a target establishment of 393. This includes PCSO's but excludes agency workers. A number of fixed term contracts will end before 31st March 2013 when it is anticipated that all established posts will be filled.

Rounded FTE		31 st March 2011	31 st March 2012	30 th September 2012	Projected 1 st April 2013
Officers	Estab	878	886	Target 714	714
	Strength	872	822	801	792
Staff	Estab	417	412	Target 393	393
	Strength	337	330	353*	310
PCSO's	Estab	52	52	Target 16	16
	Strength	44	38	44	16
* excludes 41 agency workers					
Specials	Estab	100	100	100	100
	Strength	84	99	95	95
Volunteers	Strength	4	24	31	31

5. The projections for 1st April 2013 take into account changes following the City First Change Programme but do not include changes that may arise as a result of additional funding arrangements during 2012/13.

6. 26% of the officer post establishment is funded externally and 17.9% of support staff posts are similarly funded. The main sources of additional funding come from Transport for London, various Economic Crime funding streams and Dedicated Security Post funding.

Retention

Police Officers

7. During the period under review 25 officers left the City of London Police.

Reason	2009/10	2010 /11	2011/12	2012/13 (6 months)
Deceased in service	0	0	0	0
Dismissed	2	1	3	0
Medical Retirement	1	3	0	0
Retirement	23	30	29	21
Transfer	18	4	5	0
Resignation	9	13	11	4
Total	53	51	48	25

Special Constabulary

8. During the period under review 4 special constabulary officers left the City of London Police.

Reason	2009/10	2010 /11	2011/12	2012/13 (6 months)
Deceased in service	0	1	0	0
Resignation	10	6	6	3
Joined Regulars	1	0	0	1
Total	11	7	6	4

Support Staff

9. During the period under review 26 support staff left the City of London Police.

Reason	2009/10	2010 /11	2011/12	2012/13 (6 months)
Deceased in service	0		0	0
Dismissed	1	2	1	0
Medical Retirement	0	1	0	1
Retirement	7	5	5	8
Transfer	0	0	0	0
Resignation (inc end of contract)	17	26	30	17
(To join the Police Service, not necessarily CoLP)	9	4	1	0
Total	34	38	37	26

RECRUITMENT

Police officer recruitment

10. One police officer transferred in to the ECD National Fraud Academy. This was owing to a skills based need within that business area.

Special Constabulary recruitment

11. There were no Special Constabulary starters.

Support staff recruitment

12. Fifty individuals have been appointed during this period; four staff on permanent contracts and forty six staff appointed on fixed term contracts with the majority coming to an end on or about 31st March 2013.

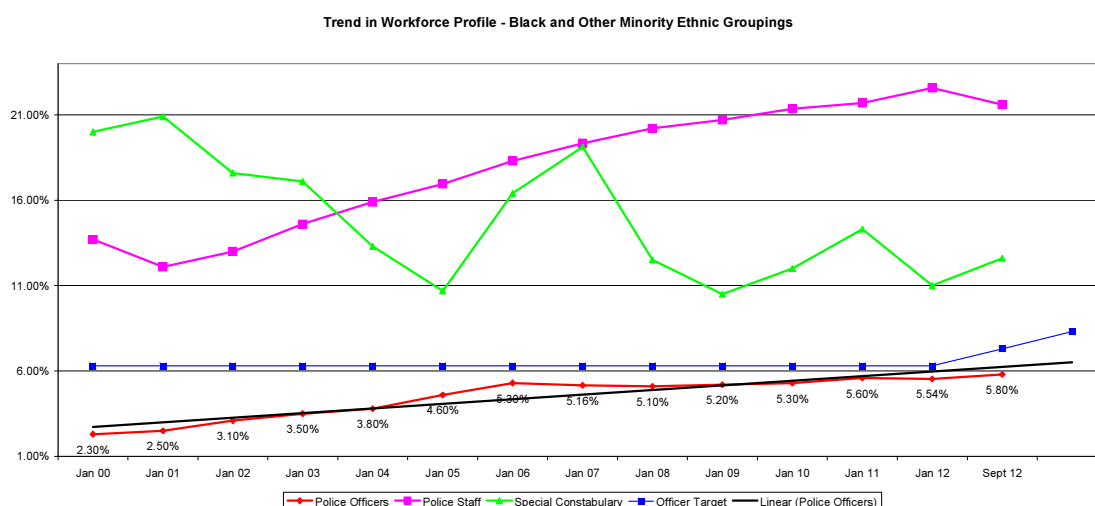
Equality & Diversity elements

Ethnicity

13. The Committee set a target for the Black and other Ethnic Minority officer percentage to 6.3% by the end of the financial year (2010/11) increasing by a percent for each of the following 2 financial years (2011/12 7.3% & 2012/13 8.3%) each financial year. These targets will not be achieved until the re-instatement of officer recruitment however taking into account that the majority of leavers, if not all, during the coming year will be ethnically 'white' the percentage is likely to pass the 6% mark by the end of the current financial year.

14. The current position is;

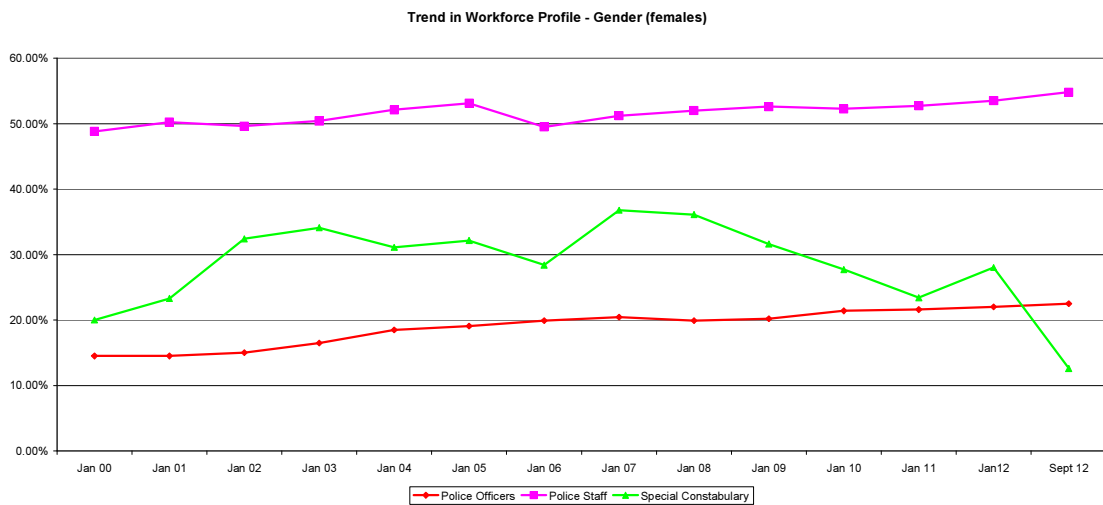
Officers	5.8%
Staff	21.6%
Specials	12.6%



Gender

15. During the 4 years 2005 - 2009 the percentage of female officers remained at $\pm 20\%$; since then there has been a slow but steady growth to 22.5%.

16. The support staff female representation is 54.8%



Disability

17. There are 36 officers, 26 support staff and 3 Special Constables who regard themselves as having a disability.

18. Currently 25 officers and 14 support staff are working under either recuperative or restricted duties. These restrictions may or may not amount to a disability. All restricted and recuperative duties are reviewed regularly.

Sexual Orientation

19. All members of staff, officers and support staff, are invited to self define their sexual orientation. Across the whole workforce 20 have indicated that they are Bisexual or Gay / Lesbian.

Age

20. The age profile of police officers spans from 21 to 64 with 1 officer 60 or over.

21. The age profile of the support staff ranges from 19 to 64 (PCSO's 22-49). There are 4 staff members over 65 and 11 who are between 60 and 65. Specials range from 20 to 64 with 3 over 60.

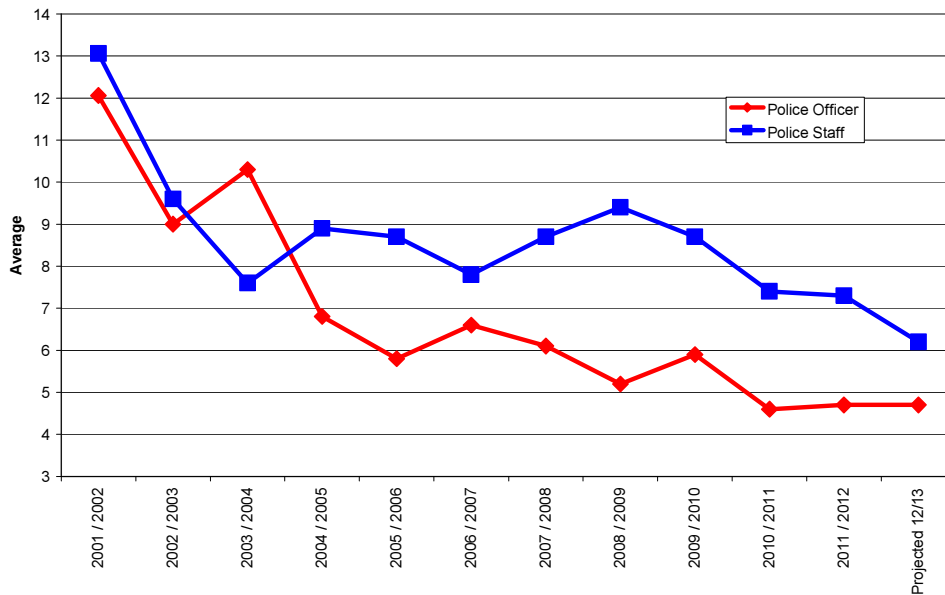
Religion and Belief

22. Currently 36.1% of the workforce regard themselves as Christian, 2.6% as Muslim, 2.7% as another religion or belief, 22.6% as having no religion or belief and the remainder 36% have not disclosed a religion or belief.

Sickness Management

23. The Home Office and HMIC monitor sickness absence by working hours lost against "available working hours". During the period under review working hours lost were 16,755 for officers and 8991 for police staff. In percentage terms (working time lost / Contracted Hours available) this is 2.3% for police officers and 3.0% for support staff.
24. The City of London and other organisations use working days lost as a comparator. The projected average working days lost for officers is 4.7 against a target of 6 and staff 6.2 against a target of 7. Excluding long term sickness the projected average is reduced to 2.9 and 3.7 respectively. In the case of staff this is the best average since 1998. In the case of officers it would appear that a consistent level has been reached.

Police Officer & Police Staff Sickness: average working days lost



25. At the end of the period 8 police officers and 4 support staff were long term sick (more than 28 days). 50% (1959 days) of officer sickness is long term and 41% (494 days) staff sickness is similarly long term.

26. In December 2011, the Force Performance Management Group commissioned a review of sickness levels and absence management support within CoLP with a focus on police staff sickness. The Strategic Management Board (SMB) continue to monitor sickness absence and have implemented:
 - a. support and guidance to managers who are dealing with sickness absence cases,
 - b. raised awareness of the need to deal with all sickness absence in a timely, consistent and fair manner,
 - c. the availability of data and statistics to allow local management to take appropriate action and ensuring that this corporate-wide issue is strategically managed with input from Senior Managers.
 - d. action plans have been put in place to address some of the issues the analysis revealed, including refreshed training for managers on managing sickness absence, policy and procedure.

Grievances

27. During the period 1st April 2012 and 30th September 2012 there were 5 grievances including 1 grievance originating from a previous grievance involving 2 officers and 3 members of staff.

Type	No.	Outcome
Bullying / Harassment	2	Both on going one is a large investigation and the other the line manager is currently sick
Recruitment Process	1	Investigation complete outcome awaited
Breach of Confidentiality	1	Investigation complete outcome awaited
Discrimination	1	Unfounded

Gender	3 females	2 males		
Ethnic Origin	4 White	1 BME		
Age		2 x 30-40	1 x 40-50	2 x over 50
Disability	1			
Sexual Orientation			4 not disclosed	1 Gay/Lesbian
Religion / Belief	1 Christian		3 not disclosed	1 Muslim

28. During the reporting period the Force was involved in 3 Employment Tribunal (ET) cases 2 of which were claiming race discrimination or included an element of race discrimination the other on the grounds of sexual orientation. Of these cases, one was withdrawn, one is scheduled for hearing in November and one has been heard and the outcome is awaited.
29. The Force has established a Performance Gold Group which is chaired by a Chief Officer. This Group has an overall responsibility for the strategic risk assessment of ongoing performance related cases including grievances, Employment Tribunals, officer Unsatisfactory Performance Procedure (UPP), staff performance and officer / staff disciplinary cases.
30. HR has made progress on a new grievance policy which will be launched with a Dignity at Work Policy. The intention is to differentiate discrimination and bullying cases from other work place disputes. There will be a concerted effort to steer away from having grievances 'investigated' as that terminology has particular connotations for the police that hinder the current Fairness at Work Policy. Instead the intention will be to appoint Grievance Resolution Officers (GRO's) who will be specialist trained and have ownership over the cases they are appointed to. There may be consideration to

employing a full time GRO as it is recognised that grievances are often the precursor to an employment tribunal.

Conclusion

31. The City First Change programme continues to have an impact on certain areas of the Force, specifically in terms of the current recruitment freeze. There are no other areas of particular note at present.

Background Documents:

HR Monitoring Information data

Home Office Guidance

Equality and Diversity Data Published on the intranet.

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Agenda Item 9

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of the Local Government Act 1972.

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Agenda Item 10

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of the Local Government Act 1972.

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Agenda Item 11

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