

Appendix – Summary of City of London Police-specific reflections and recommendations arising from a report of a review of corporate governance of the City of London Corporation by The Lord Lisvane KCB DL.

Serial	Section	Page / Paragraph	Reflection	Recommendation
1	4. Corporation's Strengths and Weaknesses / Strengths / Richness of Texture	p.22 paragraphs 88-90	The Force is one element that makes up the City's texture – it offers extraordinary opportunity for cross-fertilisation, enhancing experience of all who come into contact with City, and demonstrating that whole is more than sum of parts: nevertheless the variety of activities prompts question of whether Corporation should continue to own/run everything it does currently.	
2	7. Committees / Restructuring / Multiple Membership	p.59 paragraph 275		Membership of the Police Authority Board should not count towards the recommended limit of a Member serving on no more than two Committees.
3	7. Committees / Restructuring / Chair Terms	p.60 paragraph 277		All Chair terms should be four years.
4	7. Committees / The New Committee Structure / The Policy and Resources Committee	p.63 paragraph 290		Chair of Police Authority Board should be ex-officio of Policy Committee
5	7. Committees / The New Committee Structure / Crime and Disorder Scrutiny Committee	p.69 paragraph 323		Appropriate utilisation of statutory Crime and Disorder Scrutiny Committee to be re-examined
6	9. Devolution and Demerger / Common Problems / Governance	p. 94 paragraphs 454-458	Appointment of Members is by the Court and is opaque – there is no certainty or probability that Members appointed to PAB will have the necessary skills and experience that makes for an effective Board.	
7	9. Devolution and Demerger / The City of London Police	p.104 paragraphs 495-498	Force is well regarded, and high visibility is welcomed by business and residents. Governance however is anomalous when compared with national arrangements.	
8	9. Devolution and Demerger / The Police Authority Board	pp. 105-106 paragraphs 499-506	Renamed to PAB in 2019 to better reflect Members' statutory responsibilities but remains a Corporation Committee. Board is of reasonable size but appointment by election by the Court gives no sure means of securing Members will relevant skills and experience. Adoption of term limits in July 2020 is welcomed but falls short of ideal of maximum total term of 8 years. SIA scheme lacked engagement – 7 Members for 11 areas, with some Members not involved at all. There is a lack of clarity on split between strategic issues, and operational matters that are responsibility of Commissioner and his staff.	
9	9. Devolution and Demerger / Governance Recommendations	p.106 paragraph 509		Direct appointment to PAB by Court of Common Council should continue, with two changes: (a) the number of Common Councillors should not be a majority on the Board (i.e. no more than six) and (b) they should be put forward for election by the Governance and Nominations Committee, taking full account of their skills and experience, and overall skills mix required.

10	9. Devolution and Demerger / Governance Recommendations	p. 106 paragraph 510		External members of PAB should be appointed following an open advertisement and selection process.
11	9. Devolution and Demerger / Governance Recommendations	p.107 paragraph 511		(a) Board Members should serve a term of four years, renewable once, with no re-appointment during the four years then ensuing (b) A Chair should leave the Board at the end of their term of office.
12	9. Devolution and Demerger / Governance Recommendations	p. 107 paragraph 512		Chair's involvement in appraisal of Commissioner should be consistent with PCC/national policing generally.
13	9. Devolution and Demerger / Control of COLP Staff	p. 108 paragraph 520		A scheme should be devised to allow Commissioner to recruit and deploy staff according to the requirements of the Force; even though those staff would be employees of the Corporation. It is essential for Commissioner to be able to recruit on terms which meet the operational requirements of the Force, rather than being bound by employment policies of wider application (e.g. rest of Corporation).
14	9. Devolution and Demerger / Management Processes	p. 110 paragraph 527	There is a split between uniformed staff employed by Commissioner and civilian staff employed by Corporation. The Commissioner does not have flexibility to recruit in specialised and competitive market nor freedom to deploy staff fully to meet operational requirements	
15	9. Devolution and Demerger / Management Processes	p. 110 paragraph 529	PAB has its own PRM Committee but its finances and financial processes are also scrutinised by Finance Committee, Procurement Sub-Committee and Audit and Risk Committee.	
16	9. Devolution and Demerger / Management Processes	p.110 paragraph 533	Centralised procurement contracts may not meet Force's needs, as well as being more expensive.	