



City of London Police Authority Board

Date: MONDAY, 9 NOVEMBER 2020
Time: 10.00 am
Venue: VIRTUAL MEETING - ACCESSIBLE REMOTELY

SUPPLEMENTARY AGENDA

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

- a) **City of London Police Reserve - Utilisation and Deployment**
Report of the Commissioner.

For Information
(Pages 1 - 10)

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

- a) **City of London Police IT Modernisation Programme - Issues Report**
Joint report of the Chamberlain and Commissioner.

For Decision
(Pages 11 - 20)

Enquiries: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

John Barradell
Town Clerk and Chief Executive

Committee(s): City of London Police Authority Board	Date(s): 9 November 2020
Subject: City Of London Police Reserve – Utilisation and deployment	Public
Report of: Commissioner of Police Pol 74-20	For Information
Report author: Special Commander James Phipson	

Summary

At the Police Authority Board (PAB) on 5th June the Chairman requested a report on the present composition of the City of London Police Reserve (comprising the Special Constabulary and Volunteers) with particular focus on Female and BAME representation. The report was presented to the July 29th Police Authority Board and was received by Members.

The Chairman noted that he would have wished for some further information on how the Special Constabulary Officers and Volunteers were utilised and deployed. This report re-caps on some of the original information presented in the previous report and also contains further information on utilisation and deployment and is presented for Members to note.

Recommendation

It is recommended that Members note the report

Main Report

1. Background

- 1.1 At PAB on 5th June the Chairman requested a report on the present composition of the City of London Police Reserve (comprising the Special Constabulary and Volunteers) with particular focus on Female and BAME representation. This was presented to your Board on the 29th July 2020. At that meeting, the Chairman noted that he would have wished for some information on how the Special Constabulary Officers and Volunteers were utilised and deployed and asked for this to be submitted to the Board in a supplementary report.

2. Current Position

2.1 As at Monday 6th July 2020, the numbers in the application process, in vetting/training and deployed were as follows:

Role	Application being processed	In Vetting/training	Current Numbers	Note
Special Constables	7	17	78	2 new joiners since SWP report
Volunteers	16	10	18 (107*)	4 new joiners since SWP report *Including FANY & volunteers outside the Reserve
Cadets	-	-	36	At present the Cadets sit within Communities and not the Reserve.

2.2 A comprehensive report on the Reserve's strength and composition is submitted every month to HR/Strategic Workforce Planning and includes the following:

- SC & Volunteer numbers by rank and directorate
- SC numbers available for duty and Independent Patrol status
- SC breakdown by gender and BAME

2.3 The full report that was presented at your July Board is summarised below:

	At 30/6/2020	Target
SC	76	100
SCs at Independent Patrol Status:	78.3%	75%
Volunteers	14 (now 18 - 4 have joined since June)	Unlimited
SCs in Specialist Directorates (ECD, Crime, I&I, PSD)	22	As per operational requirement
Volunteers in Specialist Directorates	14	As per operational requirement
Female	21.62%	35% (national target is 30%)
BAME	16.22%	20% (or in line with Force Target)

Gender/BAME Representation

- 2.4 We have made significant progress in improving Female and BAME representation by encouraging applications from each category. 20 probationer SCs were due to commence training in April 2020 and would have included 10 female and 8 BAME SCs. Due to Covid-19 this course commenced in September 2020. This cohort will make a significant difference to our Female and BAME representation, taking us some way above the national averages in each category. We are also encouraging those with disabilities to apply to appropriate volunteer roles.
- 2.5 We are determined to improve Female, BAME and differently abled representation, whilst reassuring all other applicants that they are welcome and will not suffer any form of discrimination as a result of our efforts.

Capacity

- 2.6 A full time Reserve Coordinator (for whom third party sponsorship was obtained) was recruited in early 2019 but decided to take early retirement in autumn 2019, and the role has been vacant since then, significantly reducing our capacity to recruit new volunteers and specials. On 7th July 2020 a new role holder commenced work as the part-time Police Reserve Support Manager. This role will oversee all the Reserve's recruitment and support processes, reporting directly into HR, the Reserve Senior Leadership Team (SLT) and other interested stakeholders (such as deploying directorates). The uplift created bottlenecks in both vetting and HR, creating delays in volunteer recruitment and threatening our ability to recruit SCs (for example, through insufficient medical capacity). However, after escalation, this now appears to be partially resolved.

Reporting

- 2.7 All volunteers are being brought into the Reserve reporting structure, which will enable comprehensive reporting of performance and other criteria across the reserve (and not just the Special Constabulary as at present). The national "Dutysheet" performance monitoring system has been extended to all volunteers and the new Reserve Support Manager will enable the Reserve/HR to report on other criteria such as representation.

Volunteers

- 2.8 The numbers of volunteers are growing slowly and steadily, and our focus is on quality rather than quantity. 18 volunteers have joined the force since the initiation of the Reserve project in 2019 and numbers are expected to grow steadily. 4 volunteers have joined the Reserve in the past fortnight, including a business continuity expert; a Corporate Governance/project management consultant (who is managing the implementation of the MPS' new control system); and two ex-regular volunteers (and one special) as part of the Commissioner's Covid-19 appeal. It is these skills the volunteer project was created to target and acquire. The rate of growth is dependent on the ability of

directorates to identify and manage appropriate volunteer roles. We are investing significant energy in stimulating this demand, with new roles being created across the force, including in Finance, ECD, and UPD.

- 2.9 We have identified and formed a number of strategic partnerships to ensure that all demand can be met with appropriate volunteers of the highest calibre. On Tuesday 14th July 2020 a new pilot partnership with CISI was launched, which aims to generate volunteers with specialist financial and corporate skills from the City community. Other candidate organisations keen to participate include CMS Cameron Makenna, the Honourable Artillery Company (HAC) and Institute of Chartered Accountants in England and Wales (ICAEW). Our key aim is to ensure that any growth in volunteer numbers is appropriate, supported and managed, and that expectations are managed.

Cadets

- 2.10 Operational and recruitment activity for the Cadet Unit has been suspended as a consequence of Covid-19. The Unit presently sits within UPD/Communities and not within the Reserve. This is under review, and it is intended to relaunch the Unit in tandem with a new partnership with the Worshipful Company of Grocers. The launch date has been postponed twice (again due to Covid-19) but will take place at the earliest appropriate opportunity.

3. Further update on Utilisation and Deployment

Introduction and overview

- 3.1 As aforementioned, following the submission of the original paper on 29th July 2020 the Chairman requested additional information regarding how the Reserve is deployed and utilised.

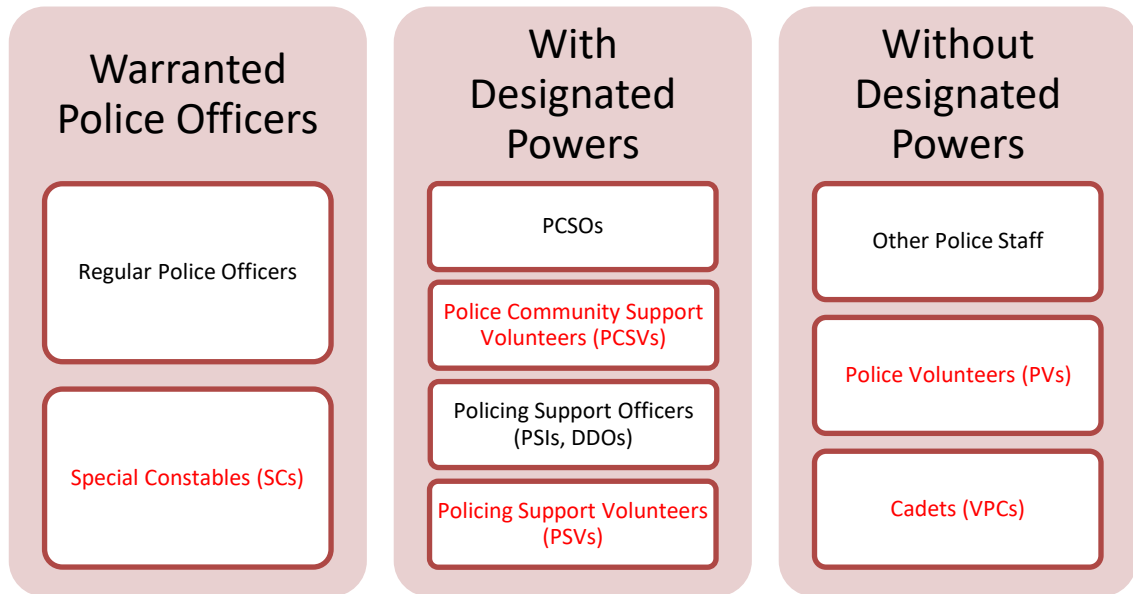
The Reserve

- 3.2 The City of London Police Reserve was established in July 2017 and comprises the City of London Special Constabulary, all Volunteers within CoLP, and will ultimately include the Volunteer Police Cadets. It was formed to recruit, process, monitor and support all volunteers within the Force, whose needs and aspirations are as important as the regular colleagues with whom they serve.

Powers

- 3.3 The modern City of London Special Constabulary was formed in 1911 and all Special Constables have the same powers as their regular colleagues. The Police and Crime Act 2017 gave Chief Officers the power to designate volunteers with a wide variety of Police Powers either corresponding to the powers already held by PCSOs and other designated civilian staff, or bespoke sets of powers for new roles. This fills in the “gap” between specials and existing volunteers, allowing much greater flexibility.

These roles and powers are summarised here:



PCSO- Police Community Support Officer
PSI- Police Staff Investigator
DDO- Dedicated Detention Officer

Progress

- 3.4 In 2018 the CoLP was awarded a grant from the Police Innovation Fund to explore the potential of these new powers, and the development of the Reserve is intended to act as a pilot and centre of excellence for the development of volunteer roles across the country, with a particular focus on fraud and economic crime. This grant was supported by third party sponsorship to recruit a full time administrator for the Reserve, which has in turn enabled the establishment of nascent partnerships with City Institutions such as CISI. We are now making slow but steady progress towards becoming the Gold Standard for the innovative use of specialist volunteers.

4. Current utilisation/deployments

City of London Special Constabulary (CLSC)

- 4.1 The CLSC has always been innovative in its use and deployment of Specials, and this is reflected in the unusually high proportion of officers allocated partially or exclusively to “Specialist Functions”. This is partially due to the highly-skilled demographic of most of its recruits, but also due to the Force’s longstanding policy of permitting Specials to undertake any role (with some exceptions – such as firearms) for which they are able to meet the training, time and entry requirements.
- 4.2 Almost all Special Constables deployed in Specialist Functions also continue to provide uniformed support for major events and incidents, and most divide their time between street patrols and their specialist function. All of the have the same

basic training and time requirement (200 hours per annum). The impact of Covid-19, which has seen most SC's primary place of work move from London to their home location has seen a considerable increase in SCs volunteering for specialist roles, usually in addition to the routine uniformed deployments with UPD.

4.3 Of the present strength of 79¹ Special Constables, current deployments outside UPD include:

- **Raptor Teams** – 3 SCs on long-term assignment to the CLSC unit tasked with assisting this specialist regular MPS unit countering moped enabled crime.
- **Control Room** – 1 SC who works as a call handler and controller in the Force Control Room
- **Cycle Squad** – 10 SCs are fully trained and equipped to undertake cycle duties.
- **Public Order** – 16 Scs trained to Public Order level 2 and 2 Sp Sgts trained as Level 2 Supervisors. This unit was highly praised following the Black Lives Matter and Extinction Rebellion Protests and one of the Level 2 Supervisors now regularly commands regular officers.
- **Administration of Justice** – 1 SC on long term attachment to AoJ
- **Professional Standards Directorate** – 1 Sp Insp remains on long-term attachment to PSD
- **Economic Crime Victims of Crime Unit** – 6 officers who were unable to meet their street duty requirements now serve in a specialist unit in ECVCU reassuring victims of crime, commanded by an ex-regular Special Detective Sergeant.
- **Criminal Investigation Department** – 2 SCs are attached to CID
- **SECCO** – 1 SP Insp was a specialist SECCO with Bedfordshire (until his retirement last year).
- **Business Continuity Management** – 1SC with specialist experience assists the Business Continuity unit.
- **Police Intellectual Property Crime Unit** – 1 SC with specialist skills on attachment.
- **Business Support** – 2 officers oversee all training and recruitment across the Reserve.
- **Economic Crime Academy** – one individual who lectures nationally and internationally on corporate crime for the Academy.
- **Military Intelligence** – specialist role with dual reservist (army and CoLP).
- **Honourable Artillery Company** – the HAC Detachment comprises 25 SCs who service the additional and specialist policing requirements of the HAC, with the unit Commander an ex-officio member of the Court.

Volunteers

4.4 Police Forces in general are risk-averse and have traditionally viewed offers of help from members of the public with some degree of uncertainty. However,

¹ One further recruit since the report to July

most if not all Forces have a Volunteer section which is now highly valued. Volunteers commit to levels of time and training that are prohibitive to most volunteers in other sectors, and also offer specific skillsets. They work hard to be included and accepted as part of the workforce in serving the public. The Reserve project seeks to ensure that all volunteers are processed and deployed in a manner that is volunteer appropriate and sufficiently flexible to maintain and build their interest and commitment. This is often difficult for an organisation built upon command and control. The Reserve seeks to successfully engage financial professionals with niche skillsets and limited time, alongside individuals who simply wish to do something to help that is interesting.

- 4.5 Volunteers are not required to undertake any specific number of hours or training, other than that appropriate and necessary for the role(s) they will be fulfilling. Every volunteer is assessed by the Reserve who then seek the most appropriate internal opportunity for their skills (this is often very different from their day-time employment). Once a role is agreed, a Role Description is prepared against which the individual can be vetted, and which sets out the training, reporting lines and other key elements of the role for the volunteer themselves and for the deploying regular Directorate. The management of that individual then rests with the deploying regular supervisor whilst the Reserve monitors their welfare, time commitment, satisfaction, and other opportunities that may arise for them elsewhere in the CoLP.
- 4.6 Volunteers were traditionally deployed on an informal basis within the Force, usually in informal and unsophisticated roles. The new legislation and establishment of the Reserve has dramatically changed the Force's ambition for its use of volunteers, and this is demonstrated by the broad range of sophisticated roles now being fulfilled.
- 4.7 The Force's 24 currently active volunteers are presently committing an average of around 11 hours per month each, and are deployed across the following roles:
 - Museum Curators (x5)
 - Assistant Administrator for Reserve (former F/T administrator, who retired last year)
 - Telecoms Expert in ECD/NFIB
 - L&D Support
 - L&D Personal Safety Trainer
 - NFIB assistant
 - Finance Support
 - HR Support
 - Recruitment Support
 - Administration of Justice
 - Business Continuity
 - Change Team
 - Crime Process Review
 - ECD – Academy IT & Social Media
 - Force Chaplains (x2)
 - Mounted Branch (Groom)
 - Command Hub

- Researcher (Force Archivist and Historian)

First Aid Nursing Yeomanry (FANY)

- 4.8 The force also benefits from the c100 officers of the First Aid Nursing Yeomanry (FANY) who provide the casualty bureau following major incidents. Although not a formal component of the reserve, they are an important piece of the volunteering jigsaw.

Chartered Institute for Securities and Investment (CISI)

- 4.9 The Reserve has recently entered into a partnership with CISI (the Chartered Institute for Securities and Investments). The pilot (run entirely remotely at the height of the Covid -19 lockdown) has already seen more than 40 financial services professionals, many of whom are retired and willing to commit significant amounts of time, offering their experience and niche/specialist skills to assist CoLP in the prevention, investigation, detection and prosecution of fraud. The initial tranche of volunteers is in the process of being vetted, with the goal of identifying roles where they can deploy their skillsets and experience to assist us. If the pilot is successful, CISI will gradually open the scheme to increasing numbers of their members, with the potential to fill or augment a number of skills areas, and potentially enable CoLP to envisage roles and functions that are currently outside of CoLP's capabilities. This partnership has particular potential as the CISI has 30,000 members across the UK, and further 15,000 worldwide.

ECD

- 4.10 As the list shows, the deployment of volunteers has the potential to be truly transformative. However, the success of this strategy, and the Reserve itself, is dependent upon the force's willingness to continue to utilise volunteers in appropriate roles where individuals can bring value and feel worthwhile. The greatest opportunity for such roles is within ECD, and this remains the directorate where volunteers (including those with targeted financial, investigative and other skills) require more inclusivity and better deployment from the business. This is a work in progress.

Retention

- 4.11 The Reserve is also providing a vehicle for the retention of skills within CoLP that would otherwise be lost. As well as 10 ex regulars now serving as Volunteers or Specials, increasing numbers of Specials who are unable to meet the requirements of the CLSC are seeking increased flexibility as a Volunteer. As well as specialist skills, this has also enabled us to retain and enhance our uniform capability, with active recruitment now underway for volunteer PCSO's.

5. Conclusion

- 5.1 The City of London Reserve is an important part of the workforce and has a lot to offer. As has been demonstrated, there is a wide variety of skill sets which are

deployed in a number of Directorates and business areas within CoLP which add value and contribute to serving the public. There is of course still room for improvement and the Reserve will continue to be a focus for the Senior Leadership Team going forward in the future.

Contact:

James Phipson

Commander Special Constabulary

James.phipson@cityoflondon.police.uk

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