



Professional Standards and Integrity Committee of the City of London Police Authority Board

Date: WEDNESDAY, 8 SEPTEMBER 2021

Time: 9.00 am

Venue: INFORMAL VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Caroline Addy (Chair)	Alderman Emma Edhem
Deborah Oliver (Deputy Chairman)	Helen Fentimen
Douglas Barrow	Michael Mitchell (External Member)
Nicholas Bensted-Smith	Alice Ripley (External Member)
Tijs Broeke	Deputy James Thomson
Mary Durcan	

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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/WlwV_K52jKM

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by The Commissioner of the City of London Police after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available on line via the City Corporation's webpages.

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

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes of the meeting held on 6th May.

For Decision
(Pages 5 - 10)
4. **REFERENCES**
Joint Report of the Town Clerk and Commissioner of the City of London Police.

For Information
(Pages 11 - 14)
5. **EQUALITY AND INCLUSION HIGHLIGHT REPORT**
Report of the Commissioner of the City of London Police.

For Information
(Pages 15 - 40)
6. **STOP AND SEARCH UPDATE- Q1 2021-22**
Report of the Commissioner of the City of London Police.

For Information
(Pages 41 - 84)
7. **STAFF SURVEY 2020- UPDATE**
Report of the Commissioner of the City of London Police.

For Information
(Pages 85 - 98)
8. **GLOSSARY**

For Information
(Pages 99 - 106)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

11. **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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
- For Decision**
12. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 6th May.
- For Decision**
(Pages 107 - 110)
13. **NON-PUBLIC REFERENCES**
Joint Report of the Town Clerk and Commissioner of the City of London Police.
- For Information**
(Pages 111 - 112)
14. **NFIB FULFILMENT LETTERS- OUTCOME OF TRIBUNAL APPEAL**
Report of the Commissioner of the City of London Police.
- For Information**
(Pages 113 - 116)
15. **ACTION FRAUD STATISTICS – QUARTER 1 – 1ST APRIL 2021 – 30TH JUNE 2021**
Report of the Commissioner of the City of London Police.
- For Information**
(Pages 117 - 126)
16. **PROFESSIONAL STANDARDS STATISTICS – QUARTER 1 – 1ST APRIL 2021 – 30TH JUNE 2021**
Report of the Commissioner of the City of London Police.
- For Information**
(Pages 127 - 144)
17. **PROFESSIONAL STANDARDS DIRECTORATE CASES**
Report of the Commissioner of the City of London Police.
- For Information**
(Pages 145 - 148)
- a) Cases dealt with under Complaint and Conduct Regulations 2019 (Pages 149 - 180)

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

19. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE OF THE CITY OF
LONDON POLICE AUTHORITY BOARD
Thursday, 6 May 2021**

Minutes of the meeting of the Professional Standards and Integrity Committee of the
City of London Police Authority Board held virtually on Thursday, 6 May 2021 at
10.00 am

Present

Members:

Caroline Addy (Chair)
Deborah Oliver (Deputy Chairman)
Nicholas Bensted-Smith
Mary Durcan
Helen Fentimen
Michael Mitchell
Alice Ripley
Deputy James Thomson

Officers:

Alistair Sutherland	- Assistant Commissioner
Hayley Williams	- City of London Police
Stuart Phoenix	- City of London Police
Ian Younger	- City of London Police
James Morgan	- City of London Police
Rebecca Caldicott	- City of London Police
Claire Cresswell	- City of London Police
Simon Latham	- Town Clerk's Department
Paul Wright	- Deputy Remembrancer
Kiki Hausdorff	- Remembrancer's Department
Oliver Bolton	- Town Clerk's Department
John Cater	- Committee Clerk
Rachael Waldron	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Douglas Barrow, Tijs Broeke and Alderman Emma Edhem.

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

There were no declarations.

3. MINUTES

RESOLVED - that the public minutes of the meeting held on 5th February 2021 be approved as an accurate record.

4. REFERENCES

Members received a joint report of the Town Clerk and Commissioner regarding references and the following points were made:

14/2019/P - 18 September 2019 Item 6 – Integrity Dashboard and Code of Ethics Update

Future meeting dates of London Police Challenge Forum to be provided to the Committee.

- Members agreed to remove this from the References. There was uncertainty about their future status, and it was unlikely that Challenge Forums would be held in the foreseeable future. Officers would update the Chair if this changed.

1/2020/P - 2 March 2020 Item 5 - Integrity Dashboard and Code of Ethics Update

Case studies arising from London Police Challenge Forum Meetings to be circulated to Committee

- CoLP have recently held an internal only challenge panel – the results of which will be published on intranet soon – this will be circulated/highlighted to Members when available.

2/2020/P - 2 March 2020 Item 5 Integrity - Dashboard and Code of Ethics Update

Committee to be advised when next Victim Satisfaction Survey will be conducted (Feb 2021 update) Whilst a Report had been submitted recently to the Police's Performance Management Group, the number of responses this quarter – 14, had been significantly lower than the longer term quarterly average; therefore, it would be difficult to glean as great an insight as usual. The Chair asked officers to submit a (hopefully) fuller quarterly Report for the next meeting of the Committee in May.

- Officers informed Members that the most recent quarter's data had not yet been published – full data would be made available for next the meeting of the Committee in September

10/2020/P - 14 September 2020 Questions – External Scrutiny - IASG reports to be submitted to PSI Committee

IASG reports to be submitted to PSI Committee and an ISAG meeting with Committee Members to be established in 2021

- The Police Authority Team would be following up on this and would liaise with the Chair post-meeting. Members asked that any meeting would ideally take place before the summer recess.

13/2020/P - 26 November 2020 Item 8 – Use of Algorithms and AI across the City of

London Police

A Member proposed that a separate session on Data Ethics, which outlined some of the concerns and potential risks that would likely

emerge as the technology matured would be useful. Officers would set up a session in 2021. At least two members of the Committee had specialist knowledge in this area which it would be good to utilise.

- First AI/Data Ethics session took place in late April. Members asked officers to set up a repeat session for new Members of the Committee (and for any other Members who missed the April session) to take place, ideally, before the summer recess. Officers would circulate the presentation papers in the interim.

15/2020/P - 26 November 2020 Item 11 – IOPC Review into Stop and Search at the Metropolitan Police

The Chair welcomed the offer from an officer to provide a training session for Members concerning Stop and Search; it was envisaged that this would take place in the New Year. The Chair would work with officers in the Force and Town Clerks to confirm a time convenient to the Committee.

- Members requested that the Training Session take place before the summer recess period, Officers would liaise and establish suitable dates in June or July.

5. **STOP AND SEARCH AND USE OF FORCE UPDATE SUMMARY- END OF YEAR 2020-21**

The Committee received a Report of the Commissioner concerning Stop and Search and the Use of Force.

The Chair reflected that it was good to see the City of London Police near the top in terms of positive statistics (38% positive outcomes) and welcomed officer's comments on the need to avoid complacency.

The Chair stressed that Stop and Search was a very sensitive area that had a big impact on the health of the relationship between the Police and local communities; she queried whether the 38% positive outcome rate could be improved upon.

Officers responded that they recognised and welcomed the high expectations for the City of London Police and would be working hard to drive the conversion rate up, however, it should be noted that the average conversion rate across UK forces was significantly lower, at 12 – 15%, so the Force was working from a position of strength.

Officers added that alongside the work to improve the conversion rate, the manner and conduct of stop and search was a key focus, when individuals were stopped and searched this needed to be done in a courteous and professional manner at all times, it was also reiterated that Stop and Search was driven by intelligence sourced from victims and witnesses of crime.

In response to a separate query, officers pointed out that those officers who had undertaken Project Servator training have a higher conversion rate when conducting stop and searches, it should be noted that, Servator requires significant training which isn't, in its entirety, practical to roll out to the entire

Force (n.b. some aspects of Servator are being embedded in training for new recruits). In addition, it should also be highlighted that Servator Police teams often have a longer run up time to pre-plan operations, whereas, other officers are often operating with the need to make quicker decisions; this does go some way to explaining the differential in conversion rates.

The Chair asked officers to see if they could capture and present the figures for individuals who had been routinely stopped and searched (with a negative outcome). Officers responded that they would take this away and report back to the next meeting of the Committee; they pointed out that whilst able to compare the internal CoLP records, the Force did not have access to the figures held by the Metropolitan Police, so a true picture for those being routinely stopped and searched by all Police forces may not always be completely accurate.

Finally, the Chair also noted the higher frequency of use of force than compared with the national average and pointed out that this is worthy of ongoing analysis.

RESOLVED – that the Committee noted the Report.

6. **EQUALITY AND INCLUSION HIGHLIGHT REPORT**

The Committee received a Report of the Commissioner concerning the Equality and Inclusion Action Plan.

In response to comments around the current outlook for recruitment, retention and progression, the Assistant Commissioner responded that CoLP now had the widest representation in its history; whilst work was still needed, both recruitment and progression rates for those from a BAME background have been very positive recently.

Noting the usefulness of the Inclusive Employers Report, the Chair requested that a summary of the Report's findings is brought back to the Committee for its next meeting.

In response to a query, officers confirmed that the external consultant's (who was working with the Head of Strategic Development) contract has been extended for a little longer, this was a positive step as they had brought significant added value to the work in this area.

The Chair thanked officers for the Report and commented that some further consideration needed to go into making sure that we think more about community engagement outside of the Force's statutory requirements (e.g. engagement with schools).

RESOLVED – that the Committee noted the Report.

7. **INTEGRITY AND CODE OF ETHICS UPDATE**

The Committee considered a Report of the Commissioner concerning the Integrity Standards Board and the Code of Ethics.

The Chair requested that officers include the updated Integrity Standard Board (ISB) Dashboard for information at the next meeting of the Committee. This will reflect the data presented to the next meeting of the ISB on 9th June.

The Police Authority Team proposed that Members might like to submit dilemmas to the Police to consider at the Code of Ethics Panels, officers would circulate information about this to Members in due course. Officers added that Members are welcome to attend the Ethics Sessions to either observe or participate.

RESOLVED – that the Committee noted the Report.

8. **GLOSSARY TERMS**

The Committee received a set of glossary terms for information.

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

There were no questions.

10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other Business.

11. **EXCLUSION OF THE PUBLIC**

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

12. **NON-PUBLIC MINUTES**

RESOLVED - that the non-public minutes of the meeting held on 5th February 2021 be approved as an accurate record

13. **NON-PUBLIC REFERENCES**

Members received a joint report of the Town Clerk and Commissioner regarding the non-public references.

14. **CHIS ACT - PRESENTATION**

The Committee received a presentation of the Commissioner concerning the Covert Human Intelligence Source (CHIS) Act 2021.

15. **ACTION FRAUD STATISTICS – QUARTER 4 – 1ST JAN 2021 – 31ST MARCH 2021**

The Committee received a Report of the Commissioner of the City of London Police concerning Action Fraud Statistics for Quarter 4 (1st January 2021 – 31st March 2021).

16. **PROFESSIONAL STANDARDS STATISTICS – QUARTER 4 – 1ST JAN 2021 – 31ST MARCH 2021**

The Committee received a Report concerning the Professional Standards Statistics for Quarter 4 (1st January 2021 – 31st March 2021).

17. PROFESSIONAL STANDARDS DIRECTORATE CASES

The Committee received a Report of the Commissioner providing a sample of recent Professional Standards Directorate cases.

17.1 Cases assessed as not conduct or performance issue - no case to answer /not upheld

Members considered cases with no case to answer/not upheld.

17.2 Cases dealt with under Complaint and Conduct Regulations 2019

Members considered cases dealt with under Complaint and Conduct Regulations 2019.

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

There were no questions.

19. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other Business.

The meeting ended at 11.30 am

Chairman

**Contact Officer: John Cater
John.Cater@cityoflondon.gov.uk**

PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE

PUBLIC OUTSTANDING REFERENCES

1/2020/P	2 March 2020 Item 5 Integrity Dashboard and Code of Ethics Update	<p>Case studies arising from London Police Challenge Forum Meetings to be circulated to Committee.</p> <p>CoLP have recently held an internal only challenge panel – the results of which will be published on intranet soon – this will be circulated/highlighted to Members when available.</p>	Head of Strategic Development	<p>IN PROGRESS- Results from the internal only challenge panel will be provided to the November PSI within the ISB and ethics update.</p>
2/2020/P	2 March 2020 Item 5 Integrity Dashboard and Code of Ethics Update	<p>Committee to be advised when next Victim Satisfaction Survey will be conducted (Feb 2021 update) Whilst a Report had been submitted recently to the Police’s Performance Management Group, the number of responses this quarter – 14, had been significantly lower than the longer term quarterly average; therefore, it would be difficult to glean as great an insight as usual. The Chair asked officers to submit a (hopefully) fuller quarterly Report for the next meeting of the Committee in May.</p> <p>May update - Officers informed Members that the most recent quarter’s data had not yet been published – full data would be made available for next the meeting of the Committee in September</p>	Head of Strategic Development	<p>Recommend this OR is closed for PSI. The Victim Satisfaction results get routinely reported to the SPPC as part of the quarterly performance reporting and the Force would wish to avoid duplicate reporting.</p>

PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE

10/2020/P	14 September 2020 Questions – External Scrutiny	IASG Members to meet PS&I Members in 2021 The Police Authority Team would be following up on this and would liaise with the Chair post-meeting. Members asked that any meeting would ideally take place before the summer recess.	Police Authority Team	Complete PA Team is organising quarterly informal meetings for Chair of PSI and Chair of IASG to meet and discuss mutual activity.
13/2020/P	26 November 2020 Item 8 – Use of Algorithms and AI across the City of London Police	A Member proposed that a separate session on Data Ethics , which outlined some of the concerns and potential risks that would likely emerge as the technology matured would be useful. Officers would set up a session in 2021. At least two members of the Committee had specialist knowledge in this area which it would be good to utilise. May Update - First AI/Data Ethics session took place in late April. Members asked officers to set up a repeat session for new Members of the Committee (and for any other Members who missed the April session) to take place, ideally, before the summer recess. Officers would circulate the presentation papers in the interim.	Police Authority Team/ Director of Information (CISO & DPO)/Town Clerk	Complete- a session took place in April 2021 at which only 4 Members attended. Instead of setting up a repeat session it was agreed with the PA Team that the presentation would be circulated to all members instead.
15/2020/P	26 November 2020 Item 11 – IOPC Review into Stop and Search at the Metropolitan Police	The Chair welcomed the offer from an officer to provide a training session for Members concerning Stop and Search; it was envisaged that this would take place in the New Year. The Chair would work with officers in the Force and Town Clerks to confirm a time convenient to the Committee. <i>May 2021 update - Members requested that the Training Session take place before the summer recess</i>	Force/Town Clerks	Complete- Three Briefing sessions have been set up for Members during September 2021.

PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE

		<i>period, Officers would liaise and establish suitable dates in June or July.</i>		
2/2021/P	6 May 2021 Item 5 - Stop and Search and Use of Force Update Summary-End of Year 2020-21	The Chair asked officers to see if they could capture and present the figures for individuals who had been routinely stopped and searched (with a negative outcome). Officers responded that they would take this away and report back to the next meeting of the Committee; they pointed out that whilst able to compare the internal CoLP records, the Force did not have access to the figures held by the Metropolitan Police, so a true picture for those being routinely stopped and searched by all Police forces may not always be completely accurate.	Force	Complete- An explanation on this point has been covered in the Stop and Search report on the agenda.
3/2021/P	6 May 2021 Item 6 - Equality and Inclusion Highlight Report	Noting the usefulness of the Inclusive Employers Report, the Chair requested that a summary of the Report's findings is brought back to the Committee for its next meeting.	Head of Strategic Development	Complete- this is included in the E&I item on the agenda.
4/2021/P	6 May 2021 Item 7 – Integrity and Code of Ethics Update	The Chair requested that officers include the updated Integrity Standard Board (ISB) Dashboard for information at the next meeting of the Committee. This will reflect the data presented to the next meeting of the ISB on 9th June.	Head of Strategic Development	Update: Unfortunately, the ISB meeting was cancelled and no ISB meeting has taken place in the last reporting period. This will be reported to the November PSI Committee

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Agenda Item 5

Committee(s): Professional Standards and Integrity Committee	Dated: 8 th September 2021
Subject: Equality and Inclusion Highlight Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 59-21	For Information
Report author: Head of Strategic Development on behalf of Assistant Commissioner Sutherland	

Summary

Further to the last report to your Committee in May 2021, this report presents the latest position regarding activity supporting the delivery of the Equality and Inclusion Strategy, which was originally submitted to your November 2020 Committee for information. At the May Committee, Members approved the proposed approach to report in this format.

A delivery plan which is split into themes, each with a senior lead, has been developed, details of progress against the plan is appended to this report at Appendix A.

Attached at appendix B provides is the survey report compiled by Inclusive Employers, which was requested at your last Committee.

Also attached at Appendix C is the Force's assessment of recommendations made by Inclusive Employers.

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

1. At the informal meeting of the Police Authority Board (PAB) on the 2nd April 2020, the Force presented the quarterly Equality and Inclusion Update which had been a standing quarterly item for a number of years as previously agreed. The report was noted, and the Commissioner updated that the Force was reviewing its

governance of this area of business and was introducing an Equality & Inclusion Operational Delivery Group that would be a tactical level group, attended by all equality and support network representatives and leads who will take ownership for delivery of specific areas of work. Members discussed the format of the update going forward and agreed that it would be more appropriate to have an update focused on deliverables and outcomes.

2. The Force received direction from the Police Authority Team that going forward this report would be an item at the PSI Committee rather than the main Board. The Force agreed with the Deputy Chief Executive that future reports to the PSI would focus on the refreshed Strategy and delivery of the action plan as this would be more performance and outcome focused

Current Position

3. Since your last Committee in May 2021, work has progressed across a range of E&I related areas, driven by the Force's E&I Delivery Group, chaired by the T/Commander ECD and overseen by the Force's E&I Strategic Board, chaired by Assistant Commissioner Sutherland.

4. Highlights of work include:

- a. Introduction of a mandatory Diversity objective, which must be included in every member of staff Personal Development Review (PDR) across the organisation
- b. Organisation of the NPCC's 48 point Action Plan into 6 themed areas, each headed by a Chief Superintendent or staff equivalent (there are 5 leads in total as one has responsibility for 2 connected areas):
 - i. Recruitment & Onboarding - HR Director
 - ii. Training and Development – HR Director
 - iii. Leadership & Culture – Ch Supt Operational Change
 - iv. Community Engagement – Ch Supt HQ Services
 - v. Retention & Exiting – Ch Supt Economic Crime
 - vi. Health & Wellbeing – Ch Supt Local Policing
- c. Each lead has been briefed on the issues that need tackling. It is anticipated that the action plan is likely to grow as a result, as more actions are added to achieve new goals set by the leads. Progress is driven by the E&I Delivery Group.
- d. An update of initiatives to deliver the action plan, broken down by strand area, is attached at Appendix A. An update for Retention and Exiting is not included at this stage due to the plan coordinator not having met with the lead in that area, that is due to take place imminently. If an update is

completed before your Committee, a separate sheet will be provided for Members' information.

- e. Supporting the Leads, the former 'Diversity Champions' have been rebadged' as Specialist Advisors and will advise Senior Leads on the various workstreams. The Force E&I Manager is also working to recruit internal volunteers that have specific interests in the above workstreams, so that they can become involved in actively delivering Force E&I objectives. A role profile and application form has been signed off and is now being advertised internally.
- f. Inclusive Employers recently led a 2-day training event on E&I with all Superintendents / staff equivalents and above, including all of the Chief Officer Team. Subjects covered included the issues that emerged from their staff survey and actions that are necessary to resolve them (see paras 7-10).
- g. The Force has introduced a number of Continuing Professional Development (CPD) events for the wider organisation. Sessions usually feature a guest speaker (which has included an MPS Superintendent, and Assistant Commissioner Angela McLaren) talking about their personal experiences, and have covered subjects that include:
 - i. Neurodiversity
 - ii. LGBT+
 - iii. Diversity, Representation and Unconscious Bias
 - iv. Gender
 - v. Disability
 - vi. Effective Communication.
- h. The Network Lead for the Association of Muslim Police is also leading on a professional recruitment piece for the Force – a video is in the final stages of production that showcases different individuals from various CoLP networks at work and at home. The intention is for this video to be utilised as a professional recruitment tool by the Force.
- i. The Force received a request to join the 'Stop Hate Campaign' across London enabling people to do third party reporting.
- j. An international company is keen to start working with the Force and initial meetings have taken place with Force representatives to use CoLP as a pilot that would set up a 12-week programme where schools can compete against each other to solve a policing challenge/problem. It is hoped that this will aid the Force to engage better and build a good rapport with schools. The project will be presented to the various Chairs/Boards of schools shortly and is expected to launch in November 2021.

- k. CoLP HR have written an Attraction Plan (2019-2024) which the A/Cmdr. ECD will review as Chair of the E&I Delivery Group.
- l. CoLP has entered into an agreement with the MPS to work together at recruitment events (in tandem, not in competition), so both can actively recruit from diverse groups.
- m. Uplift programme to recruit 20,000 officers; The College of Policing has looked at the recruitment process to understand why individuals from diverse backgrounds do not apply for certain roles and leave policing. They are drilling into the recruitment process to ascertain if there is unconscious bias and have looked at a number of factors – including assessors recruiting black members of the community (and vice versa). However, they have not discovered any significant findings at present. CoLP will monitor the outcomes of this work so that it can learn and apply any lessons learned locally.
- n. CoLP is also in discussion with the CoLC regarding jointly hosting a national Diversity conference schedule for the New Year to coincide with the new Commissioner taking up her post.

Impact

- 5. When Inclusive Employers formally assessed the Force against its maturity model, the Force was considered to be ‘Compliant’¹. The Force’s aim is to move to ‘Established’² by 2024. CoLP will not make that determination itself but is currently exploring with Inclusive Employers the cost of conducting another assessment to see what impact the actions being taken by the Force are having on its progress along the Diversity Maturity Model. Although the aim is to achieve Established by 2024, it is anticipated that the depth and range of activities being undertaken by the Force will see us achieving this well before 2024, and possibly jumping over the intervening level of ‘Programatic’.³
- 6. Another method of gauging progress can be by improving survey results. Black Police Association has recently run a web-based survey aimed at all Force Black and Minority Ethnic Staff; 65% took part in the survey. The results are currently being analysed but can be included in a future update to your Committee.

Inclusive Employers Staff Survey

- 7. At your last Committee, Members requested that the results of the survey conducted by Inclusive Employers (IE) be submitted to this Committee, together with how the Force has responded to the findings. Attached at Appendix B are the survey results for Members’ information.
- 8. The survey was conducted as part of a broader benchmarking assessment, the purpose of which was to inform the development of the E&I Strategy that was

¹ Described as “We pay ‘lip service’ to diversity and inclusion doing the minimum to be legally compliant”

² Described as “We actively promote diversity and inclusion and the business case, make sure it is a regular and established part of what we do”

³ Described as “ Diversity and Inclusion fits around other business priorities”

signed off by the Force in early 2021. In the broadest sense therefore, the Force's response to the survey was the development and thereafter adoption of an overarching strategy, the delivery of which would address the findings of the survey.

9. To ensure however, that the Force was actively addressing specific issues raised in the survey, CoLP took the 16 recommendations made by IE to make certain they were covered by the Force's E&I Delivery Plan. That assessment is attached for Members' information at Appendix C.
10. Since that survey was conducted, the Force commissioned a second full staff survey to be delivered by Durham University. A report on that survey is being submitted to your Police Authority Board in September. To ensure that any common issues in the 2 surveys were being addressed in a co-ordinated way, CoLP ran a number of focus groups with staff to understand better the concerns being raised.
11. Inclusive Employers reviewed the actions being taken by CoLP to address the recommendations, and approved the response. They also endorsed the governance structure now in place to deliver the E&I Strategy.

Corporate & Strategic Implications

12. Strategic implications – The report outlines ongoing activities which the Force is undertaking to improve diversity, equality and inclusion and in so doing will help to deliver the Force's Equality and Inclusion Strategy and directly supports the Corporation's Corporate Plan's aims for equality of opportunity.
13. Financial implications – none.
14. Resource implications – none.
15. Legal implications – none.
16. Risk implications – none.
17. Equalities implications – The report outlines how ongoing work supports the Force to meet its obligations under and comply with the provisions of the Public Sector Equality Duty 2010.
18. Climate implications – none.
19. Security implications – none.

Conclusion

21. This report provides Members with details of work that is ongoing to deliver the Force's Equality and Inclusion Strategy and provides Members with assurance that robust governance is in place to ensure progress continues as expected.

Appendices

- Appendix A – Highlight summary of progress made against the E&I Action Plan.
- Appendix B – Staff survey report conducted by Inclusive Employers
- Appendix C – Force assessment of recommendations made by Inclusive Employers

Stuart Phoenix

Head of Strategic Development, City of London Police

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Workstream	Health and Wellbeing	Owner	Ch Supt Local Policing	Date	Aug 2021	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"> Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required. Develop a local plan that incorporates Health and Safety, Wellbeing and Fulfilment Ensure CoLP leaders are equipped to deal with Mental Health difficulties Implement wellbeing initiatives to improve peoples quality of life whilst at work Focus on staffs mental health and embed supportive and preventative policies and initiatives Review current HR policies to ensure the maximum support is given to all staff with protected characteristics Ensure teams supporting our Occ Health are trained in issues around inclusion and diversity 				Description		Date			
				Launch a Buddy Scheme for all new joiners		09/21			
				Launch full comms strategy on Health and Wellbeing		01/22			
				Oskar Kilo recommendations and planning		12/21			
				20 MH first aiders to be trained and launched		01/22			
				Launch Wellness Zone in Bishopsgate		12/21			
				Long covid support group launch		01/22			
				Progress since last update				Key next steps	
<ul style="list-style-type: none"> Buddy scheme was launched in September 2020 for all new joiners with protected characteristics. Anonymous questionnaire sent to all participants in August 21 Wellbeing strategy has been written and published We have held wellness events, financial webinars , healthy eating campaigns fitness classes , spin classes, the use of an inhouse trainer to give dietary and fitness advice on officers staff passing fitness test. In House MH trainer has been developed AC has confirmed to line managers individuals right to time to be involved in network activity. Developed a calendar of wellbeing events published on the force intranet, for example a breath seminar focussed on relieving stress Bronze welfare SOP created for critical incidents and events, to ensure staff are supported and debriefed during and post incident – Published and launched Reviewed and discussed Occ Health support and confirmed a E&I strategy is in place the training is regularly provided with a review completed each year against the Equality Act 				<ul style="list-style-type: none"> Launch buddy scheme for all new joiners and make any changes following feedback from questionnaire by October 21. Networks will be given formal time to present to all new joiners. Review how we use disability info and reasonable adjustments further into an individuals career span. Complete and submit Oskar Kilo self assessment framework by end of August for recommendations Train 20 MH first aiders ready for launch in Jan 21 alongside a TOR and guidance Launching a wellness zone in Bishopsgate station that can be utilised as a prayer room / feeding room and can be used for relaxation events. Develop a Trauma risk register with a matrix to monitor the amount of trauma that officers/staff are being exposed to. 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	Culture & Leadership	Owner	Ch Supt Transform	Date	Aug 2021	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"> Leaders to ensure they create an inclusive culture within the organisation Create a culture where people feel confident to share their protected characteristics Objectivise leaders to continuously improve approach to inclusivity and ensure learning is regular Develop a framework of champions and senior leaders to drive forward our E&I agenda and work with internal and external partners to promote our activity Recognise and reward good work and bravery across E&I Undertake annual workforce surveys Further develop consultation and feedback mechanisms that enable all staff to take part in broad organisational decision making Scope partnership and secondment opportunities outside the organisation to enhance and build new skills in leaders 				Description		Date			
				Launch Values and Standards workshops		04/22			
				Develop an E&I secondment framework		02/22			
				Develop and launch a comms strategy with calendar of events		TBC			
				Complete a data bias review and recommendations		03/22			
				Introduce an annual E&I award as part of future event		07/22			
				Further develop our allies scheme		2022			
				Progress since last update				Key next steps	
<ul style="list-style-type: none"> Senior workstream lead has been appointed to lead Culture and Leadership for E&I and cover synergies with Transform Allies scheme has been launched and has continued to grow in size New PDR objective has been launched and communicated to all senior leads with cascade to all levels Our comms strategy has kicked off with the creation of a diversity video highlighting our approach to inclusivity for internal and external use Diversity champions have been appointed across all protected characteristics and workstream leads appointed across all portfolios in E&I 				<ul style="list-style-type: none"> Finalise E&I video and launch internally and externally across social media platforms E&I conference to take place before the end of 2022 to outline the progress we've made and next steps. This will be a core part of our comms strategy Develop framework for annual values and standards workshops and submit funding request in October 21 for approval Review our existing external secondment process and look at senior opportunities for both short and long term secondments for senior staff to develop skills Kick off data bias review work to understand if / how data creates a cycle of cultural bias within our policing practices. This will be linked in to communities workstream. Hold a hidden protected characteristics workshop to develop our understanding of why individuals may not feel comfortable disclosing their protected characteristics. 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	Community Engagement	Owner	Ch Supt HQ	Date	Aug 2021	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"> Establish a Silver Group to lead on community engagement E&I activity including outreach and attraction for recruitment Host community based outreach sessions for engagement and recruitment Establish longer term engagement with schools and colleges in order to attract and nurture future talent and introduce young people to policing Work with local strategic partners to develop a shared data set that will allow for a better understanding of the communities we serve Utilise data sets to better inform and identify areas of disproportionality and the negative impact on local communities Engage in a calendar of events with the local community to promote good relations Identify and engage with diverse communities to address possible adverse perceptions of the police service so that satisfactions levels improve across all communities Undertake meaningful involvement and consultation with local communities to review such tools as Stop and Search and Use of Force Evolve our force to be culturally competent to deliver legitimate and meaningful community policing 				Description		Date			
				Launch Communities E&I Silver Group to run monthly		09/21			
				Develop a template and resource to run regular outreach events		TBC			
				Launch inaugural 12 week schools project across the city		11/21			
				Review existing data sets and set up CI process		TBC			
				Launch community based cluster panels		10/21			
				Pilot LGBT+ advisor network		01/22			
				Review policing practices such as Stop and Search and Use of Force		Ongoing			
				Progress since last update				Key next steps	
<ul style="list-style-type: none"> Senior workstream lead has been appointed to lead Community Engagement E&I including attraction and outreach Police Now have been engaged to discuss different approaches to attracted minority groups to policing Planning sessions held for our joint schools engagement project with Amazon Web Services. Agreement reached with MPS to jointly hold recruitment outreach events across Greater London. Currently on hold due to recruitment plans. Community scrutiny of interviews in place with IAG sitting on panels. Sop and search / use of force board is operating and now reviewing how independent community scrutiny can form a stronger presence in the group. New cohort of police recruits due to start September 2021 Volunteer police cadet – new strategy in place and relaunch planned for 24th September. Early indications show a good level of diversity. 				<ul style="list-style-type: none"> Priority is to establish the communities silver group to draw all key parties in to one meeting to discuss solutions and planning. This will include Sector Policing, HR, Data, L&OD, Comms, E&I, and PSD. Establish a calendar with the local community on key events so we can plan accordingly and ensure we can be involved where appropriate to do so. Finalise planning for schools project and launch in November across 2 city schools and 1 academy Set up cluster panels across the local community groups to discuss and gain feedback from different areas Commence the review of our data sets together with local strategic partners Commence training for 12-15 LGBT+ advisors Clear recruitment calendar to be in place so targeted E&I recruitment activity can be targeted for cadets, specials, officers and staff roles 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	Recruitment & Onboarding	Owner	Director of HR	Date	Aug 2021	Project RAG		Benefit RAG		
Workstream objectives				Priority						
<ul style="list-style-type: none"> • CoLP to undertake detailed analysis of workforce data and produce aspirational targets • Complete a cradle to grave review of all recruitment processes and align, where appropriate, to national standards • Review our vetting approach with regards to those with protected characteristics with a priority focus on minority ethnic groups • Set up feedback processes for unsuccessful candidates and promote development plans for future potential candidates • Ensure transparency with all recruitment, progression and exit from service data in respect to all protected characteristics • Ensure diversity visibility throughout recruitment process 				Description					Date	
				Produce aspirational targets across protected characteristics					Due	
Progress since last update				Key next steps						
<ul style="list-style-type: none"> • Senior workstream lead has been appointed to lead recruitment and onboarding workstream • Aspirational targets have been produced and review by the E&I Strategic Board • Vetting approach has been piloted with a referral to senior officer in the event of an initial rejection decision • Produced recruitment and workforce dashboard that is reviewed at E&I Operational Delivery board on a monthly basis 				<ul style="list-style-type: none"> • Aspirational targets to be fully signed off • Reviewing vetting approach pilot and successes since launch to agree next steps 						
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board						
None at this stage				None						

Workstream	L&OD	Owner	Director of HR	Date	Aug 2021	Project RAG		Benefit RAG	
Workstream objectives				Priority					
<ul style="list-style-type: none"> Police leaders should through their continuing professional development seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce Equip selection panels with unconscious bias training for all those involved in the recruitment process. Invest in training and development of Police leaders Colp to develop a talent management program for upward and lateral development Colp to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required. Review the PCDA programme to ensure it aligns with E&I plans and principles 				Description		Date			
				PDR objective launching		1/3/21			
				Leadership training delivery		6/5/21			
				PCDA Launch		TBC			
				Reverse mentoring new partnership training		1/6/21			
				PALs pilot review and recommendations		1/9/21			
				Unconscious Bias learning		Ongoing			
				Progress since last update				Key next steps	
<ul style="list-style-type: none"> Leadership training programme has been delivered to all senior leaders across the organisation 'Focus on' talks delivered on ethnicity and unconscious bias, gender, disability, LGBT and Neurodiversity with total attendance of 350+. Sessions recorded and to be made available on intranet. PALs scheme continues to run with good feedback. Review is planned for september PEQF EIA presented to College of Policing as part of their QA process for our new student officer programmes, was officially 'commended' by the panel 				<ul style="list-style-type: none"> Train additional reverse mentors in October ready to launch in November Focus on Gypsy, Roma, Traveller taking place in September with presentation We are looking in to an additional unconscious bias training piece recommended by the Corporation – 90 minute presentation Complete evaluation of PALs scheme with recommendation for future talent development programme in September Pilot of 'Mentivity' training taking place later this year with members of BAME community delivering re community engagement / stop search 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

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City of London Police staff inclusion survey summary report

Prepared by: Addison Barnett

Prepared for: City of London Police

Date: August 2020

In June 2020 COLP commissioned Inclusive Employers to undertake an independent consultancy project with the output of a drafted Inclusion & Diversity strategy and action plan, to be signed off by the Exec in September 2020.

The objectives for this project were as follows:

- Clarity on 'where we are now' in terms of inclusion and diversity
- Curate all inclusion and diversity activity to one central action plan
- Identify successes to date
- Identify gaps/ quick wins/ midterm and long-term goals

The second phase of the project involved listening exercises, namely a staff survey and focus groups. Inclusive Employers ran 4 focus groups and an anonymous survey, both open to all staff. This report captures a summary of the themes arising from these surveys. The themes captured below are the context on which the Inclusion & Diversity strategy will be built, along with the NPCC and other reporting requirements.

Methodology

Inclusive Employers facilitated 4 focus groups totalling 32 people and individual 1:1 calls with 5 of the project team members. All groups were asked the same questions:






- What has your experience been in relation to diversity, inclusion and workplace culture at COLP?
- What could COLP do to improve/what needs to change
- What could COLP be doing more of/what is working?







The anonymous survey asked several closed answer questions, with 4 open questions offering a free text box for the response. The survey had 425 responses, of which 353 completed the whole survey and 72 responses were partial. This is around a third of the force.




The listening exercises took place during June and July 2020, shortly after George Floyd was killed in Minneapolis and the subsequent reinvigoration of the Black Lives Matter movement in the UK. Understandably, racism in all forms was in the background of many of these conversations if not central to them. We wish to note the emotion present in a lot of the focus group calls and survey responses. Strong emotion, particularly frustration and anger, is a logical response to unfairness and injustice.








Survey responses – demographics

1. What is your gender?					Response Percent	Response Total
1	Male				44.96%	156
2	Female				48.13%	167
3	Non-binary				0.29%	1
4	I use another term (please use text box)				0.29%	1
5	Prefer not to say				6.34%	22
Analysis	Mean:	1.75	Std. Deviation:	0.99	Satisfaction Rate:	18.73
	Variance:	0.97	Std. Error:	0.05		
					answered	347
					skipped	6








2. What is your sexual orientation?					Response Percent	Response Total
1	Lesbian/gay female				0.86%	3
2	Gay male				4.01%	14
3	Bisexual				2.58%	9
4	Hetrosexual / straight				81.95%	286
5	Prefer not to say				10.32%	36
6	I use another term (please share in comment box below)				0.29%	1
Analysis	Mean:	3.98	Std. Deviation:	0.61	Satisfaction Rate:	59.54
	Variance:	0.38	Std. Error:	0.03		
					answered	349
					skipped	4

3. Do you consider yourself to have a disability?					Response Percent	Response Total
1	Yes				14.16%	49
2	No				78.90%	273
3	Prefer not to say				6.94%	24
Analysis	Mean:	1.93	Std. Deviation:	0.45	Satisfaction Rate:	46.39
	Variance:	0.21	Std. Error:	0.02		
					answered	346
					skipped	7










4. What is your age?					Response Percent	Response Total
1	under 25				0.29%	1
2	25-34				13.26%	46
3	35-54				65.71%	228
4	55+				13.83%	48
5	Prefer not to say				6.92%	24
Analysis	Mean:	3.14	Std. Deviation:	0.73	Satisfaction Rate:	53.46
	Variance:	0.54	Std. Error:	0.04		
					answered	347
					skipped	6








5. Which of the following ethnic backgrounds do you best identify with?

			Response Percent	Response Total				
1	Asian or Asian British		6.88%	24				
2	Black, African, Caribbean or Black British		5.16%	18				
3	Chinese		0.29%	1				
4	Arab		0.00%	0				
5	Mixed or multiple ethnic groups		3.15%	11				
6	Other ethnic group		1.15%	4				
7	White - any White background		77.08%	269				
8	Prefer not to say		6.30%	22				
Analysis	Mean:	6.31	Std. Deviation:	1.88	Satisfaction Rate:	75.81	answered	349
	Variance:	3.53	Std. Error:	0.1			skipped	4

6. What is your religion or belief?

			Response Percent	Response Total				
1	No religion		44.09%	153				
2	Buddhist		1.44%	5				
3	Christian		36.02%	125				
4	Hindu		1.15%	4				
5	Jewish		0.29%	1				
6	Muslim		5.19%	18				
7	Sikh		0.58%	2				
8	Any other religion		0.86%	3				
9	Prefer not to say		10.37%	36				
Analysis	Mean:	2.97	Std. Deviation:	2.51	Satisfaction Rate:	24.57	answered	347
	Variance:	6.31	Std. Error:	0.13			skipped	6

7. What is your role within City of London Police?

			Response Percent	Response Total				
1	Officer		50.86%	178				
2	Civilian		42.00%	147				
3	Volunteer		0.57%	2				
4	Other		1.14%	4				
5	Prefer not to say		5.43%	19				
Analysis	Mean:	1.68	Std. Deviation:	0.97	Satisfaction Rate:	17.07	answered	350
	Variance:	0.95	Std. Error:	0.05			skipped	3

These questions were asked to establish the demographics of respondents in comparison to wider workforce demographics. We note the following results:

- Over 5% of respondents chose 'prefer not to say' in an anonymous externally-run survey
- The gender split of respondents is nearly 50:50 compared with 2019 workforce data of 65:35 male:female
- Disability declaration in the survey was 14% vs 4% declaration rate in 2019 staff data
- 2 respondents identified as non-binary

- Sexuality declaration rates in the survey are higher in the survey than 2019 data

These results, in conjunction with the closed and open question responses and themes arising from the focus groups, could indicate that staff have concerns about declaring their diversity data on central systems. The survey demographics include slightly more colleagues from diverse groups, e.g. gender, race, disability, as did the focus groups.






Survey responses – closed questions






The following questions were the ‘closed’ questions. Respondents could choose from responses on a 5 level agreement scale.






8. City of London Police is a diverse and open minded organisation					Response Percent	Response Total
1	Strongly Disagree				8.31%	29
2	Disagree				17.48%	61
3	Neutral				28.08%	98
4	Agree				36.39%	127
5	Strongly Agree				9.74%	34
Analysis	Mean:	3.22	Std. Deviation:	1.1	Satisfaction Rate:	55.44
	Variance:	1.21	Std. Error:	0.06		
					answered	349
					skipped	4






9. I believe the culture of City of London Police promotes the policing values, principles and standards of professional behaviour					Response Percent	Response Total
1	Strongly Disagree				6.61%	23
2	Disagree				15.52%	54
3	Neutral				21.55%	75
4	Agree				44.54%	155
5	Strongly Agree				11.78%	41
Analysis	Mean:	3.39	Std. Deviation:	1.09	Satisfaction Rate:	59.84
	Variance:	1.18	Std. Error:	0.06		
					answered	348
					skipped	5








10. I am treated fairly at work regardless of my background					Response Percent	Response Total
1	Strongly Disagree				6.03%	21
2	Disagree				14.08%	49
3	Neutral				19.54%	68
4	Agree				41.09%	143
5	Strongly Agree				19.25%	67
Analysis	Mean:	3.53	Std. Deviation:	1.13	Satisfaction Rate:	63.36
	Variance:	1.28	Std. Error:	0.06		
					answered	348
					skipped	5






11. I am treated with respect and dignity at work					Response Percent	Response Total
1	Strongly Disagree				4.60%	16
2	Disagree				9.48%	33
3	Neutral				18.68%	65
4	Agree				49.71%	173
5	Strongly Agree				17.53%	61
Analysis	Mean:	3.66	Std. Deviation:	1.02	Satisfaction Rate:	66.52
	Variance:	1.04	Std. Error:	0.05		
					answered	348
					skipped	5



12. City of London Police is flexible and accommodating in how it supports my individual needs					Response Percent	Response Total
1	Strongly Disagree				6.90%	24
2	Disagree				8.91%	31
3	Neutral				21.55%	75
4	Agree				46.84%	163
5	Strongly Agree				15.80%	55
Analysis	Mean:	3.56	Std. Deviation:	1.07	Satisfaction Rate:	63.94
	Variance:	1.15	Std. Error:	0.06		
					answered	348
					skipped	5

13. City of London Police is transparent in its processes and decisions					Response Percent	Response Total
1	Strongly Disagree				17.48%	61
2	Disagree				33.24%	116
3	Neutral				30.37%	106
4	Agree				16.05%	56
5	Strongly Agree				2.87%	10
Analysis	Mean:	2.54	Std. Deviation:	1.04	Satisfaction Rate:	38.4
	Variance:	1.09	Std. Error:	0.06		
					answered	349
					skipped	4



14. I believe that my manager supports me					Response Percent	Response Total
1	Strongly Disagree				3.72%	13
2	Disagree				9.17%	32
3	Neutral				12.89%	45
4	Agree				39.83%	139
5	Strongly Agree				34.38%	120
Analysis	Mean:	3.92	Std. Deviation:	1.08	Satisfaction Rate:	72.99
	Variance:	1.17	Std. Error:	0.06		
					answered	349
					skipped	4

15. I believe that the Senior Leadership Team demonstrate the policing values, principles and standards of professional behaviour in everything that they do					Response Percent	Response Total
1	Strongly Disagree				11.46%	40
2	Disagree				19.48%	68
3	Neutral				37.54%	131
4	Agree				26.36%	92
5	Strongly Agree				5.16%	18
Analysis	Mean:	2.94	Std. Deviation:	1.06	Satisfaction Rate:	48.57
	Variance:	1.12	Std. Error:	0.06		
					answered	349
					skipped	4

16. I believe that City of London Police are tackling unsatisfactory behaviour or performance					Response Percent	Response Total
1	Strongly Disagree				14.74%	51
2	Disagree				28.61%	99
3	Neutral				35.26%	122
4	Agree				18.79%	65
5	Strongly Agree				2.60%	9
Analysis	Mean:	2.66	Std. Deviation:	1.03	Satisfaction Rate:	41.47
	Variance:	1.05	Std. Error:	0.06		
					answered	346
					skipped	7

Results to note here:

- The highest satisfaction rates were for Q14. This was backed up in the calls and free text responses - many staff felt their managers were supportive and caring
- The lowest level of agreement was for Q13 and Q16 with only 20% of respondents agreeing or strongly agreeing with these statements. This level of dissatisfaction is significant.

These responses match the themes arising from the free text responses and the focus groups. Further cross-section analysis of the satisfaction data broken down by demographic revealed the following:

- Staff declaring a disability were slightly less likely to feel supported by the organization
- Staff from Asian/Asian British backgrounds were the least likely to feel respected at work than other ethnic groups
- White male staff reported the highest satisfaction rates of any group



‘Free text’ or open questions.

Numbers below show the response rates for each. Themes arising from the analysis of these questions is detailed below.

17. Have you (or someone you know) experienced barriers to career progression due to their diversity? If so, provide a summary of your experience if you feel comfortable to do so and if it occurred whilst at City of London Police			
		Response Percent	Response Total
1	Open-Ended Question	100.00%	222
		answered	222
		skipped	131

18. Have you experienced or witnessed inappropriate behaviour or language from colleagues in the last 2 years, on the grounds of diversity? If so, and you are willing to share, please summarise your experiences here			
		Response Percent	Response Total
1	Open-Ended Question	100.00%	237
		answered	237
		skipped	116

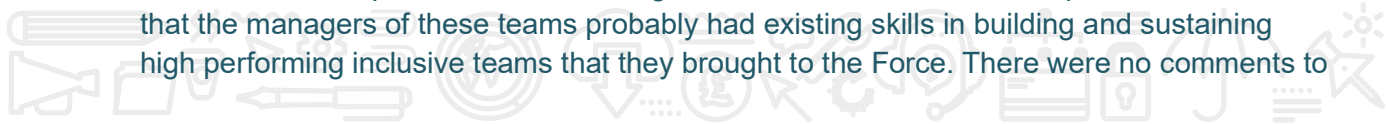
19. Have you received training or been given guidance on how to deal with equality and diversity issues? If yes please give details:			
		Response Percent	Response Total
1	Open-Ended Question	100.00%	261
		answered	261
		skipped	92

20. If you have any other comments to share please do so here:			
		Response Percent	Response Total
1	Open-Ended Question	100.00%	152
		answered	152
		skipped	201

Themes arising from focus groups and survey

The most common theme in all the listening exercises was a culture of overt and covert discrimination. This discrimination happened to staff who ‘didn’t fit’ because of their job role e.g. police staff, staff who worked part time, Black, Asian and non-white majority staff, women, staff with disabilities. We have summarized the ways in which this discrimination was experienced by survey respondents and focus group attendees:

- Bullying and offensive comments or behavior are framed as ‘banter’ and excused as just part of the job
- Staff don’t feel able to raise issues about offensive or excluding behaviour for fear of being ignored or victimised
- Generally the feeling was that experience of the Force was dependent on one’s manager, with the quality of support and leadership on offer varying widely between sections. Some teams had developed a more welcoming and inclusive culture, our interpretation of this is that the managers of these teams probably had existing skills in building and sustaining high performing inclusive teams that they brought to the Force. There were no comments to



suggest that managers were trained to build inclusive teams that incorporated a diverse range of perspectives and skills.

- Many respondents felt that in-groups or cliques within the Force make it difficult for staff who don't 'fit' to succeed. Several respondents shared examples of when high performing staff were essentially frozen out of the in-group and then left the Force.
- A general feeling that staff are expected to "fall in line or be cast out"

The level of agreement shown in responses to Q13 and Q16 were borne out in the qualitative question themes. Many respondents felt that policies and procedures were not followed and decisions were not transparent, particularly senior decisions or those made by HR. We have summarized the key points below:

- Staff felt unsupported when they return to work after sickness, maternity or a long absence, with some indicators of particularly poor practice
- When reported, investigations weren't transparent or were not carried out according to policy, or staff who raised complaints were 'targeted' for raising the issue
- People were looked over for promotions/internal moves because of internal politics not performance
- Limited development for non-police officer staff and a limited understanding of transferable skills by hiring managers
- Staff feeling they have been turned over for promotion due to their gender, physical health or other characteristic, and one instance where a retiring colleague had confirmed that he had blocked someone's promotion because of this
- Several respondents had experienced or witnessed senior staff screaming or shouting at staff, making people cry, and other bullying behaviour
- A comment in the survey, reinforced in a focus group, that the appeals process for promotion takes so long that no action can be taken to remedy the situation, leaving staff feeling that their complaints have been deliberately blocked from getting anywhere

Another common theme was a culture of silence and denial with the Force. This could show itself in the concerns raised above e.g. having to fit in or be frozen out, staff who had raised concerns being victimized for doing so, as well as the points raised below:

- Many staff had a fear of speaking out, feeling that either it won't make any difference, or they will be targeted for speaking up
- A feeling that senior staff only care when there's headlines, and a skepticism of D&I programmes being done as 'lip service'
- Comments suggesting that the Force would rather 'pay off' staff who raise grievances and begin tribunals than address the root issues

It is worth noting that some white male staff who responded to the survey find diversity and inclusion uncomfortable or even threatening, making comments such as 'white heterosexual men are the ones discriminated against now', 'diversity has gone too far' or even suggesting that their colleagues 'hide behind' diversity as an excuse. These comments do not match the experiences of many of their non-White non-male colleagues. It is also worth noting that white male staff reported the highest satisfaction rates of any demographic group in the survey.



Our conclusion from the focus groups and surveys is that many staff experience the culture of the force as exclusionary. We note that while the data captured represents around a third of the force, and the focus group numbers were small, the themes arising from both sets of data were consistent and could be cross-referenced. During data analysis we got a clear sense that staff who are not in the 'in groups' – be it due to their gender, race, job role, physical or mental health, age, sexuality or other characteristic - broadly felt excluded and discriminated against.

For a small Force there is an opportunity for City of London police to be a tight knit community but at present the culture can feel toxic to the staff who are not in the aforementioned 'in group' because of their race, job role, health, gender, or other factors. We want to stress that the themes raised in this report can be addressed, and that organisational cultures can be changed. We hope this report can be the first step in creating a culture at City of London Police where everyone is treated with dignity and respect, and all staff can succeed.

We have not shared our recommendations arising from these listening exercises in this report. The recommendation will form part of the action plan that will sit under the D&I strategy to be published later this year.



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Inclusive Employers recommendations and CoLP activity

Pillar	Recommendation	Update	Met / In Progress / Exceeded / Development required
Engage	Gather EDI data quarterly, ask at different stages or lifecycle so analysis can be more granular	Monthly E&I dashboard is now produced by HR looking at headcount, recruitment, promotion, new joiners, leavers, and specials and volunteers. This is reviewed via the E&I operational delivery board on a monthly basis.	Exceeded
	Ensure diversity monitoring forms / HR system assess disability, pregnancy/maternity, carers, socio economic background	HR system now enables individuals to update their protected characteristics and this data is reflected in the dashboard.	Met
	Use staff networks as consultation / steering for inclusion work	Staff networks are fully involved in diversity work and diversity action plan. They are driving tactical engagement initiatives as well as consulting on strategic initiatives via input to the operational delivery board. In addition we have appointed a number of E&I champions who are regarded as 'special advisors' on the diversity action plan and are fully engaged with networks. These roles have a special role profile attached to them.	Exceeded
	Develop a communication plan for the I&D strategy and action plan	Comms have developed an overarching E&I comms strategy & we have had various communications on the plan as a whole but at the current time we need to further develop an ongoing comms plan and narrative. All networks have had a comms person dedicated them their work.	Partially met
	Develop a planned systematic approach to external activity	We have commenced development of a workstream within the E&I action plan titled Community Engagement that is focussed on our external activity. 2 key elements have been progressed including community recruitment sessions with the MPS and schools engagement in partnership with Amazon	In progress
Pillar	Recommendation	Update	Met / Not Met / In Progress / Exceeded
Equip	Develop and provided I&D training for all staff, including an Inclusive Management module, Inclusion Allies programmes and ensure there is effective training methods, guidance and policies in place to raise awareness, knowledge, and understanding	We have developed a whole workstream titled Learning and Development focussed on exactly this topic. This is an ongoing piece of work and we consider the learning to be continuous. To date, we have delivered leadership training, unconscious bias training, mentoring schemes, and piloted 2 development programmes. Further training is to follow in the form of Focus On sessions with guest speakers and external unconscious bias training for leaders	Exceeded / In progress

Pillar	Recommendation	Update	Met / Not Met / In Progress / Exceeded
Empower	Put in place recognition for staff who contribute to inclusion-related activity that is meaningful, systematic and can be formally adopted and provides measurable benefit to these individuals such as protected time, recognition as part of appraisal / promotion process	Some elements of this have been established but needs to be better considered. This action is within the action plan and will be considered by the Leadership and Culture workstream lead.	Development required but now included in plan
	Develop consultation and feedback mechanisms that enable all staff to contribute to broad organisational decision making at the highest level, i.e to inform organisational strategy and policy development	Requires leadership consideration	Development required but now included in plan
	Develop Inclusion Allies and role model comms campaign for internal and external audiences	Allies scheme has been set up and effectively communicated internally with the recruitment of new allies and training delivered. This is being led by Alix Newbold and has been very successful to date. To commence external role model comms we are developing an E&I film to showcase some of our role models within the force	Met / In progress
Pillar	Recommendation	Update	Met / Not Met / In Progress / Exceeded
Embed	Review existing recruitment processes and develop an inclusive recruitment approach	We have an E&I workstream titled 'Recruitment and Onboarding'. We have already taken several steps to progress, including independent review of interviews and setting aspirational targets for the future recruitment. This is an ongoing and evolving piece of work	In progress
	Align departmental business plans with your I&D strategy, include I&D objectives as part of your performance review process for all staff	We have launched a new PDR objective for all leaders that will be cascaded to all officers and staff as part of ongoing development objectives. In addition, the 6 workstream leads are all senior officers and staff, ensuring alignment with business plans	Met
	Embed positive action activities in place such as mentoring, sponsorship, support to staff returning from career breaks	We have mentoring in place across multiple areas and run this very successfully. We need to give greater consideration to other policies like return from career breaks	In progress
	Develop a consideration of inclusion issues into the procurement process. This could be done by; widening the diversity of the supplier base; equipping prospects with new skills and an understanding of the tendering process	This does not currently form part of the E&I action plan but we will review and look to include in a workstream	Development required

Pillar	Recommendation	Update	Met / In Progress / Exceeded / Development required
Evaluate	Monitor and systematically review diversity data at various stages of the employee lifecycle i.e. recruitment, appraisals, development, exit; and cross-analyse the data according to workplace demographics to identify any trends	As per earlier note, we have workforce in data and have established a governance structure where by we can regularly review this data	In progress
Evolve	Recommendation	Update	Met / Not Met / In Progress / Exceeded
Evolve	Join, and where possible organise, external activities to support other organisations to increase their knowledge, understanding and expertise by sharing examples of your work.	Our community engagement workstream will be looking at this and how we engage with other organisations and businesses to share work. We are also collaborating with other forces across the UK to understand the work they have done	In progress
	Develop measures for the return on investment from your I&D activities, including financial; reputational; cultural; staff-related such as retention/sickness absence; client service.	Benefits summary need to be explored further to identify how we will measure success	Development required but now included in plan

Additional items – Findings from focus groups

- Culture of banter. This may be covered within training and objectives but should be further considered by culture workstream.
- Calling out issues. Feedback indicates individuals are afraid to call out bad behaviours out of fear it won't be addressed and they will be victimised.
- Promotion and Progression. Focus groups found people feel limited if they are not part of an 'in group' and they are being deliberately blocked from progressing. This is being looked at as part of the training and development workstream.

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Agenda Item 6

Committee(s): Professional Standards and Integrity Committee	Dated: 8 th September 2021
Subject: Stop and Search Update-Q1 2021-22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 61-21	For Information
Report author: James Morgan, Superintendent, Head of City Police Task Force & Head of Contact	

Summary

This is the Committee's quarterly update on the use of Stop/Search powers by the Force: the data referred to in this report covers Quarter 1 of FY 2021/22.

Due to the timing of the quarterly data extract for the Home Office return, recess and the date of this committee meeting we have been able to provide the full Stop/Search analytical report as an appendix to this report: in your previous meetings this has been made available to Members subsequently via its publication on the Force website with summaries having been presented to your previous meetings. If future meetings return to being closer to the date of the quarterly return to the Home Office, we will have to revert to providing a summary report to the Committee, with the full analytical product being provided subsequently once published on the Force website. The Force has been working with the Members Services Officer to try to get dates aligned as best as possible.

The positive outcome rate this quarter is slightly increased on Q4 FY 2020/21, at 37%. Overall, the number of stop/searches is up slightly in this quarter compared to the previous quarter with 715 stop/searches, an increase of 19%. April featured noticeably more stop/searches than May or June, but the monthly average is similar to previous months (c240/month). The majority of searches have taken place between 1400 and 1500 on Tuesdays and Thursdays, and 1500-1800 on Saturdays.

Disproportionality remains largely stable at 1.9 for black individuals, significantly lower than 4.6 in the Metropolitan Police Service (MPS) area and slightly lower than the average over the last year (2.2). For Asian individuals the index has risen slightly to 1.6 (up from 1.4), which is in line with the MPS area, and the average for the last year.

Drugs continue to be the main focus of searches over this quarter.

Recommendation

Members are asked to note the report

Main Report

Background

1. The quarterly analytical report (Appendix 1) was reviewed and discussed by the Force Stop/Search and Use of Force Working Group in August prior to this Committee meeting. The Working Group paid particular attention to the year-on-year trend in overall numbers of stop/searches; the methodology for calculating the disproportionality index for stops in certain highly diverse MPS boroughs; the impact of Servator trained officers on the overall positive outcome rate; and the proposal for the Force to participate in a randomised controlled trial of delivering some discrete elements of Servator methodology to all frontline officers to improve stop/search outcome rates. All of these issues are expanded on below.

Current Position – Stop Search

2. The full quarterly analytical report is attached at Appendix 1.
3. There are no substantive variations in the data from the preceding quarter or the year-end position for FY 2020/21. The two key measures – disproportionality and positive outcome rate – remain largely unchanged with only statistically insignificant variations. The Positive Outcome rate rose slightly to 37% (from 35% in the preceding quarter), whilst Disproportionality for black individuals remained stable at 1.9 (down slightly on the 12 month average of 2.2) and significantly lower than the MPS force area (4.6); and it also remained stable for other ethnic groups at 0.6. It rose slightly from 1.4 to 1.6 for Asian subjects, in line with the MPS force area (1.6).
4. The largest self-defined ethnic group remained white (30%), with 46% not wishing to state their ethnicity. The HMICFRS in their inspection into the disproportionate use of police powers recommended that Forces record both self-defined and officer-perceived ethnicity in relation to stop/searches. The Force is already compliant with this recommendation, capturing both data sets at the point of search. The greatest discrepancies between self-defined and officer perceived ethnicity related to white subjects: 30% self-defined as white, whilst 49% were perceived as white (either northern or southern European). There is a similar discrepancy for other ethnic groups: 21% of search subjects were perceived as black by officers, but only 10% self-defined as such; for Asian subjects the split was 22% perceived and 10% self-defined.
5. The variation between these two data sets is in part due to subject refusing to self-identify when asked to and being recorded as “Not Selected” on the stop/search forms (46%). It is also important to note that a direct comparison between the data sets is not possible, as the options for self-defined and officer-perceived ethnicity are drawn from different (Home Office mandated) lists. For example, in self-defined ethnicity ‘Mixed’ is an option, which does not feature on the list for officer perceived.
6. Following discussion at the Working Group, the Performance Information Unit has been commissioned to review the disproportionality of stop/searches in the MPS

force area. Over this quarter, 26% of stops took place in the MPS force area. We use the population of London as a whole, when determining disproportionality (as the residential population of the City is not large enough to accurately reflect the demographics of the transient population and very few of those stopped are City residents). However, the London-level population data may not be representative of the diversity in some of our neighbouring boroughs. Where the sample size is large enough, disproportionality will be re-calculated based on the borough-level population data. This will be reported with the Q2 data.

7. The Working Group also considered whether or not the increasing deployment of Servator-trained officers was artificially inflating the positive outcome rate. Analysis of stop/searches conducted by Servator trained officers suggests this is not the case.
8. When a stop/search is conducted following a Servator 'engagement' the positive outcome rate improves significantly (67% in the 12 months to June 2020). However, the vast majority of stop/search conducted by Servator trained officers are 'business as usual' stops, and do not stem from a Servator deployment and engagement (2998 stop/searches, compared to 54). The outcome rate for this BAU stop/searches is 38% (12 months to end of June 2020). Whilst this is slightly higher than the Force average (which averages 35-37%) it is not a statistically significant variation and does not artificially inflate the overall positive outcome rate for the Force.
9. It does, however, indicate the effectiveness of elements of the Servator methodology in generating positive outcomes. To explore this further, we plan to participate in a randomised controlled trial being run by the MPS and involving Essex Police in addition to City of London Police. The test group officers participating in the trial will receive a 2 day training package on the 'resolution conversation' element of Servator training and will then have the outcomes of their stop/searches monitored. It is anticipated that the test group officers will achieve a higher positive outcome rate than the control group officers. The Working Group recommended participating in the trial, which will now go to the Training Improvement Board for ratification (due to the training abstractions required).
10. The number of stop/searches in Q1 of this FY was higher than the same quarter in both the preceding years. A direct comparison to FY 2020/21 is not possible due to the distorting effect of the COVID lockdown; however, whilst the overall volume is higher than FY 2020/19, the trend is similar, with a peak in April and a gentle downwards trend thereafter. If the trend continues to follow the pre-COVID pattern, we would expect to see a spike in August. Traditionally, this is associated with the Notting Hill Carnival weekend, however as the carnival is not going ahead this year we may not see the usual spike.
11. Briefing sessions for Committee members have been arranged and diary invites sent out. Three sessions in September have been arranged (Members need only attend one). Further sessions can be arranged if required.

Current Position – Use of Force

12. The full analytical report is at Appendix 2.
13. Instances of force being used rose this quarter compared to the previous quarter. Compared year-on-year, this quarter has seen a significantly higher instances of force being used than the same period in 2020/21 and is broadly in line with the trend observed in 2019/20. The lifting of COVID restrictions (in particular around the Night Time Economy) and the increased footfall in the City are most likely the cause of this increase.
14. Disproportionality rates have decreased slightly over this quarter and are now just below the average for the last 2 years.
15. Taser was drawn or red-dotted¹ on 13 occasions , but there were no instances of it being discharged.
16. Drugs remain the most commonly reported impact factor (46%), whereas alcohol has increased significantly from 19% to 32%. This is the first time alcohol as an impact factor, has increased since the start of lockdown 1 in March 2020, and highlights the impact that the resumption of the night time economy is having on use of force as identified above.
17. Following a review of all instances where Taser was used in Q3 FY 20/21, all reports of Taser use will in future automatically be sent to the lead Taser Instructors in the Firearms Training Wing, who will conduct a review of all instances where Taser has been used. Any learning from this will automatically be factored into training (both initial courses and annual refreshers) and reported to the Working Group on a quarterly basis.

Matters arising from previous PSI Meeting

18. At your last meeting, Committee Members asked if it was possible to determine how often individuals are stop/searched with a negative outcome (ie nothing found). As noted in the last meeting, City of London Police has no way of checking Stop/Search records of another Force, and as the majority of people stop/searched in the City are not resident here any examination of the City of London Police's records would not paint a complete picture. Stop/Search records do not leave a trace on the Police National Computer (regardless of outcome).
19. The Force has considered how this question could be addressed with our own data (noting the limitation of this approach as set out above). There is no straight forward way of querying the Force's data to answer this question. To establish if a person had been stop/searched on multiple occasions would require a manual trawl and examination of both stop/search and person records in the main Records Management System (Niche). To generate a meaningful dataset would require a

¹ Red dotted means the Taser is activated, and aimed at an individual with the targeting laser (the 'red dot') visible to both the officer and the individual the device is aimed at. Officers are taught – unless the situation makes this impossible – to draw the subjects attention to the red dot to ensure they understand the consequences of not following the officer's instructions.

significant commitment of finite analytical resources and is not an approach the Force is able to support.

Conclusion

20. The data in both the Stop/Search and Use of Force quarterly reports is largely consistent with the established trend across the Force, with no statistically significant variations in any of the key measures.

Appendices

1. Stop/Search Q1 FY21/22 analytical report
2. Use of Force Q1 FY21/22 analytical report

James Morgan

Superintendent

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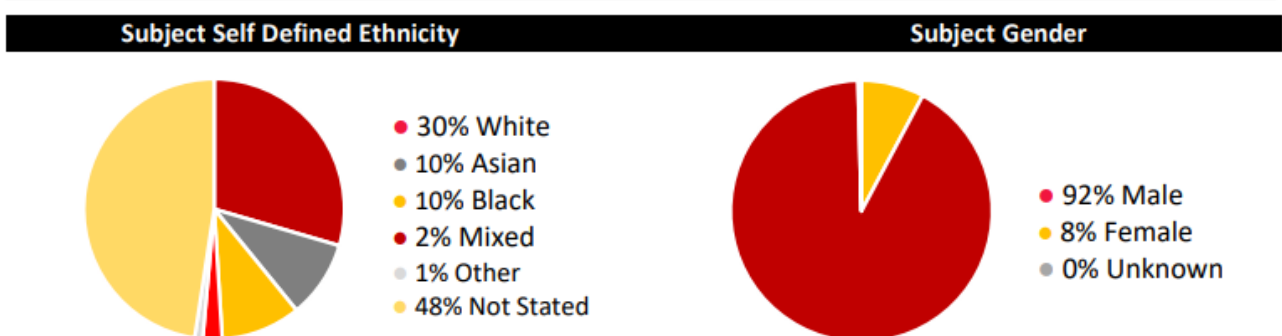
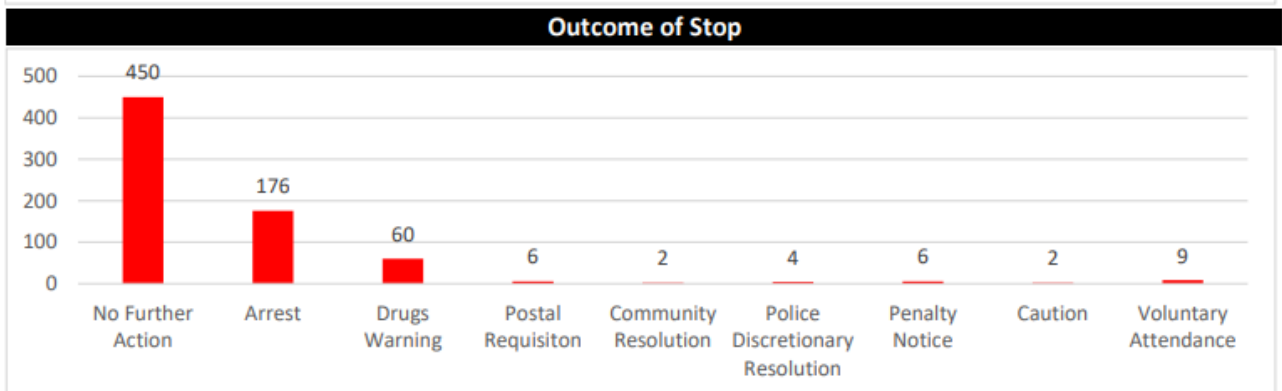
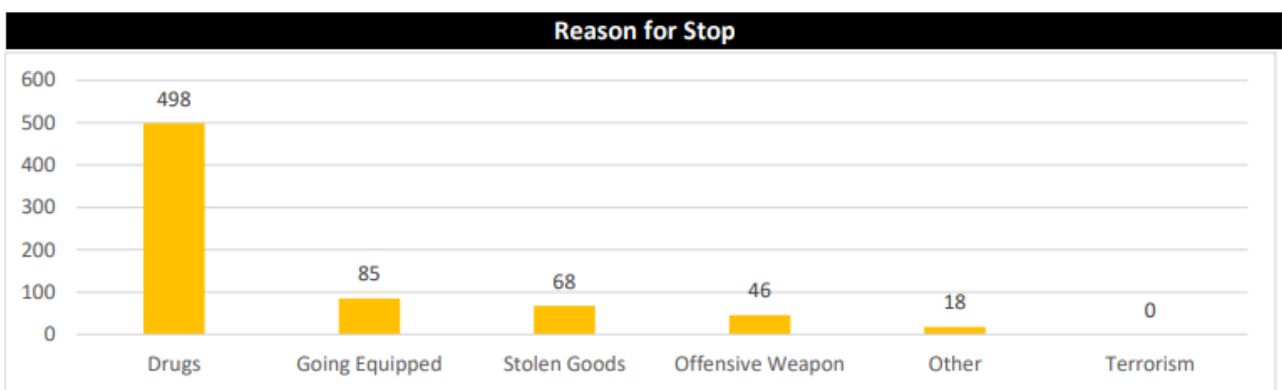
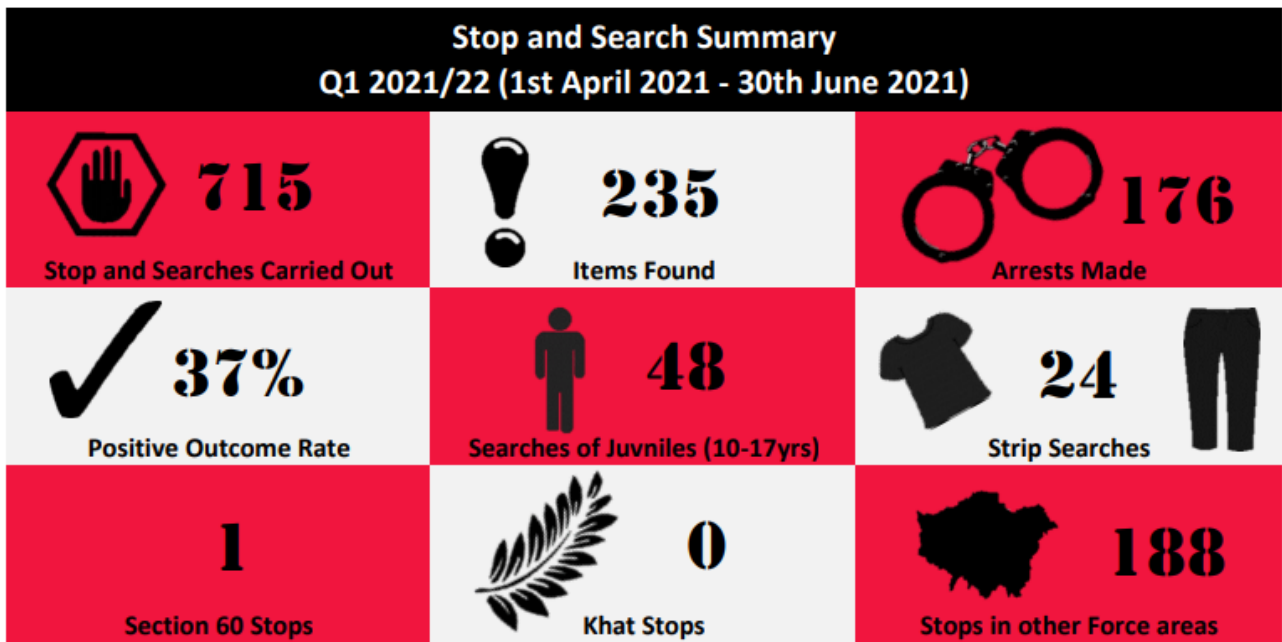
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Performance Information Unit



Stop and Search
Quarter 1 2021/22
1st April – 30th June 2021

Compiled by:	PIU
Reviewed by:	Performance Analysis Manger
Directorate:	I&I
Date completed:	09/08/2021

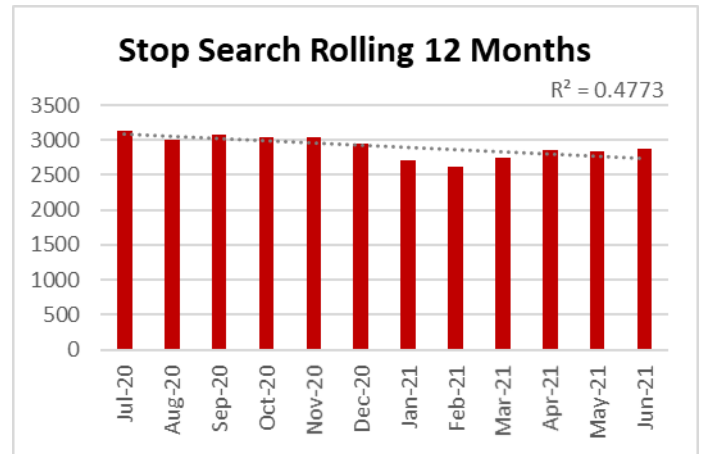
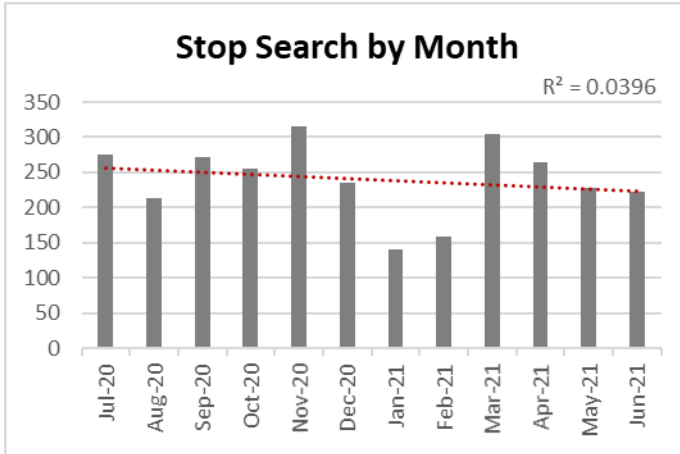


Stop and Search – Quarter 1 21/22

1.1 Key Findings

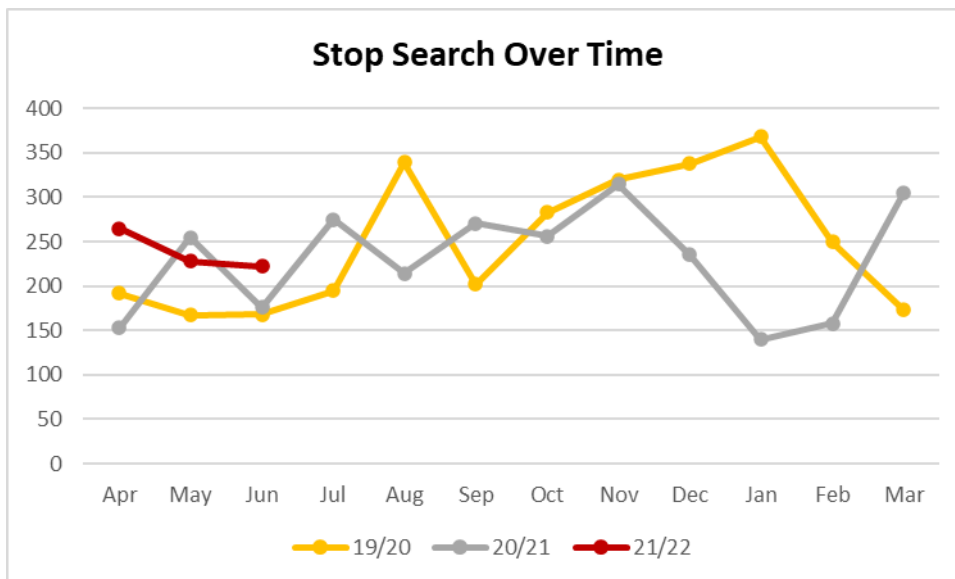
- There has been an increase in the number of searches carried out this quarter (19%, n=112) while numbers were higher in April they have been fairly consistent each month across the quarter.
- On average 238 stops were carried out each month this quarter, similar to the average for the last 12 months of 240 stops a month.
- Numbers this quarter are significantly higher than the same period in both 20/21 and 19/20.
- Searching for drugs continues to be the main reason stops are made. Most searches relate to cannabis and there were no stops for Khat this quarter.
- Most stops took place on Thursdays and Tuesdays, the peak times this quarter was Thursday between 14:00-15:00 and Saturday between 15:00-18:00.
- For the current period a 26% of stops took place on Metropolitan Police ground (n=183) which is slightly higher than last quarter. Most MPS stops related to drugs (80%, n=146).
- The most common repeat locations for stops were Bishopsgate, Tower Bridge and Cheapside.
- The group most commonly stopped and searched in terms of perceived and self-defined ethnicity is white individuals. Although 46 % of those stopped did not state a self-defined ethnicity (n=327).
- Levels of disproportionality have remained mostly stable this quarter the same for black and other ethnicities as last quarter (1.9 and 0.6) but rising slightly from 1.4 to 1.6 for Asian individuals.
- There were 48 stops of under 18s this quarter with most stops related to drugs. The youngest people stopped were three 14-year-old boys stopped on separate occasions for reasons such as suspected weapons possession, going equipped and stolen goods. All three were released no further action with nothing being found.
- There were 23 full strip searches this quarter, objects were found on 9 occasions and ten arrests made.
- The find rate this quarter is 33% and the arrest rate is 25%.
- The overall positive outcome rate this quarter is 37%.

1.2 Monthly Breakdown



After the low numbers recorded in January and February, we have seen stop searches return to a more expected level this quarter with 715 stops taking place, an increase of 19% on last quarter and an increase of 36% compared to Q1 in 19/20. Both the monthly and rolling graphs are showing decreasing trends but this is likely to begin to change if the current levels continue in to Q2.

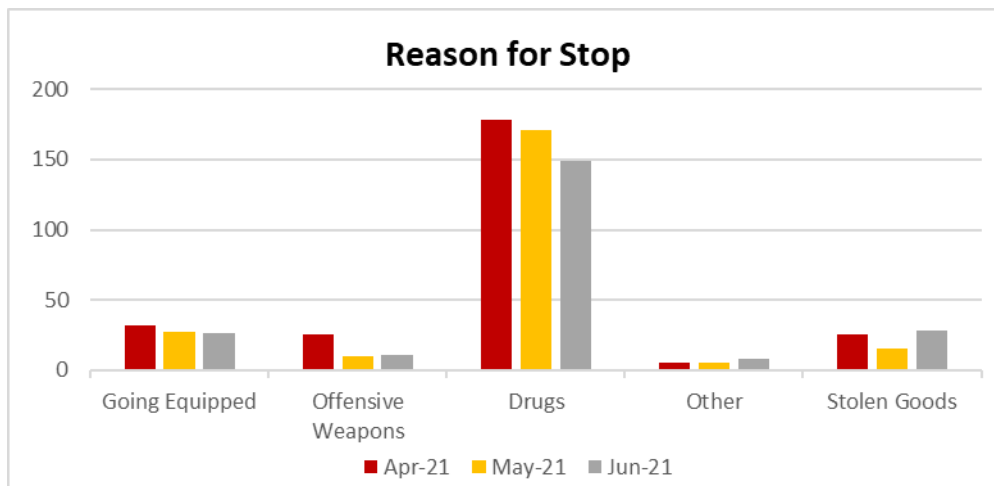
On average over the last 12 months there have been 240 stops a month with this quarter averaging 238 a month, reports were slightly higher in April but generally quite consistent across all 3 months and for all months except May higher than the same month for the last 2 years.



2.1 Reason for Stop

The most common legal basis for searches this quarter was Misuse of Drugs Act (70%, n=497) followed by PACE (29%, n=207). There was 1 Section 60 stop carried out on MPS ground in this period.

The reasons for the stops this quarter are shown in the below graph.



The percentage of stops relating to each reason continues to be consistent with previous quarters with the main reason being drugs (70% of all stops). Most stops related to cannabis and a smaller number for other controlled drugs (n=360 to n=138 respectively). There were no stops relating to Khat possession this quarter.

Under the offensive weapons category there were 10 searches for a bladed article and 29 for a general offensive weapon along with 7 firearms searches. Most stops ended with no objects being found and no further action taken but two individuals were arrested after being found in a vehicle with a knife and one individual was found with a canister of farb gel self-defence spray. There were eight arrests made for other reasons such as drugs possession.

There were no terrorism related stops this quarter.

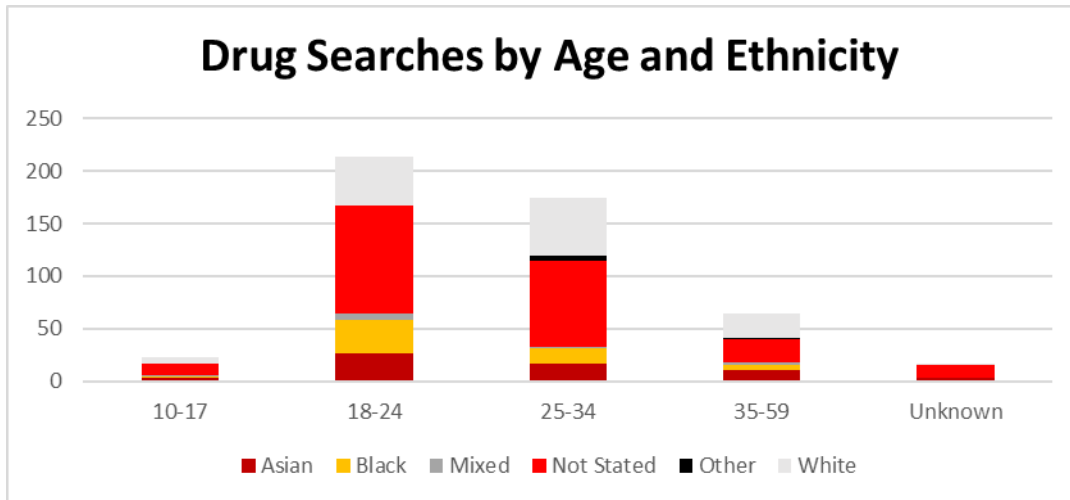
2.2 Reason for Stop – Drugs Searches

Drugs searches most commonly took place on Thursdays and Saturdays this quarter, with activity peaking in the afternoon between 15:00-18:00 and 22:00-01:00. Over a quarter of drug stops took place on Metropolitan Police ground (29%, n=116).

Breaking the categories of stops down 360 related to Cannabis (73%) and 138 (27%) to other drugs, 170 searches (34%) involved both persons and vehicles.

The find rate for drugs searches for this quarter is 35% with 176 out of 498 searches finding something, in 157 cases this was the object searched for and in 19 a different object. This is a slight increase from last quarter when the find rate was 33%. There were 120 arrests made as a result of drugs stops (24%), 59 drugs warnings were issued, 2 cautions, 5 postal requisitions and 6 penalty notices. The overall positive outcome rate for drug searches is 40% (n=200).

Common repeat locations for drugs related stops this quarter were Bishopsgate, Tower Bridge and London Wall.



The graph above shows the demographic breakdown of individuals stopped with regards to drugs.

They were mainly male (91%, n=455), did not state their ethnicity (46%, n=230) and between 18 and 24 years old (43%, n=214). For those who did not state their ethnicity they were most often perceived to be white (33%, n=76). When perceived ethnicities for those who did not state are added to the self-defined ethnicities the most common ethnic group stopped for drugs is white individuals (42%, n=208).

Aside from these searches there were seven further vehicle only searches.

2.3 Reason for Stop – Going Equipped and Stolen Goods

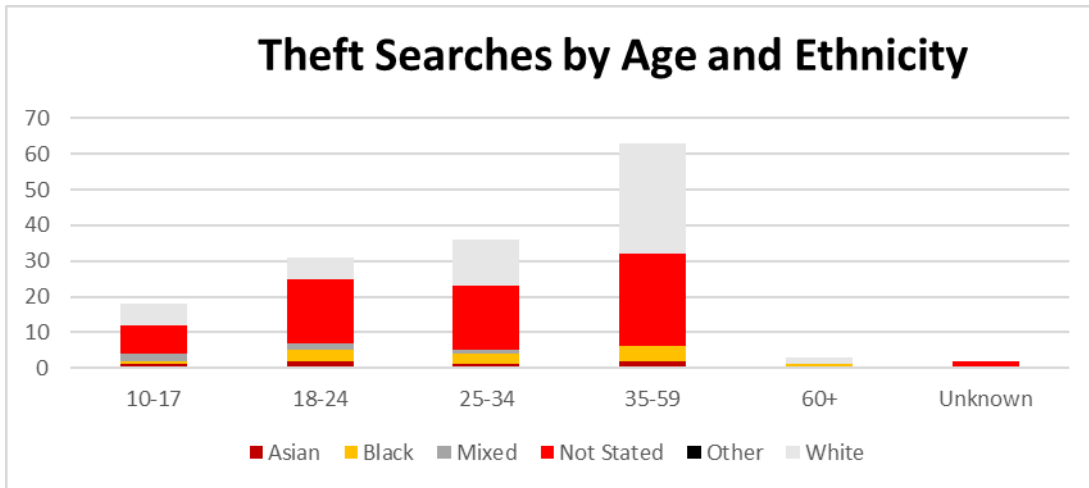
Stops relating to going equipped or stolen goods most commonly took place on Tuesdays and Thursdays, peaking on Tuesday afternoons between 17:00-18:00.

The find rate for theft related searches this quarter is 29% with 33 searches finding the object(s) they were searching for and a further 12 finding other objects. This has decreased from 33% last quarter.

There were 40 arrests resulting from these stops (26%), when other outcomes are included the positive outcome rate is 31% this includes 2 community resolutions, 1 drugs warning 4 police discretionary resolutions and a voluntary attendance.

The most common locations for these searches this quarter were Bishopsgate, Tesco Metro on Bishopsgate, Gracechurch Street and Cheapside.

The graph below shows the demographic breakdown of individuals stopped with regards to going equipped or stolen property.



They were mainly male (88%, n=135), did not state their ethnicity (47%, n=72) and between 35 and 59 years old (41%, n=63). For those who did not state their ethnicity they were most often perceived to be white (65%, n=47). Looking at self-defined and perceived ethnicities together shows that white people were most commonly stopped in relation to theft (69%, n=105).

There were no vehicle only searches for theft this quarter.

2.4 Reason for Stop – Offensive Weapons

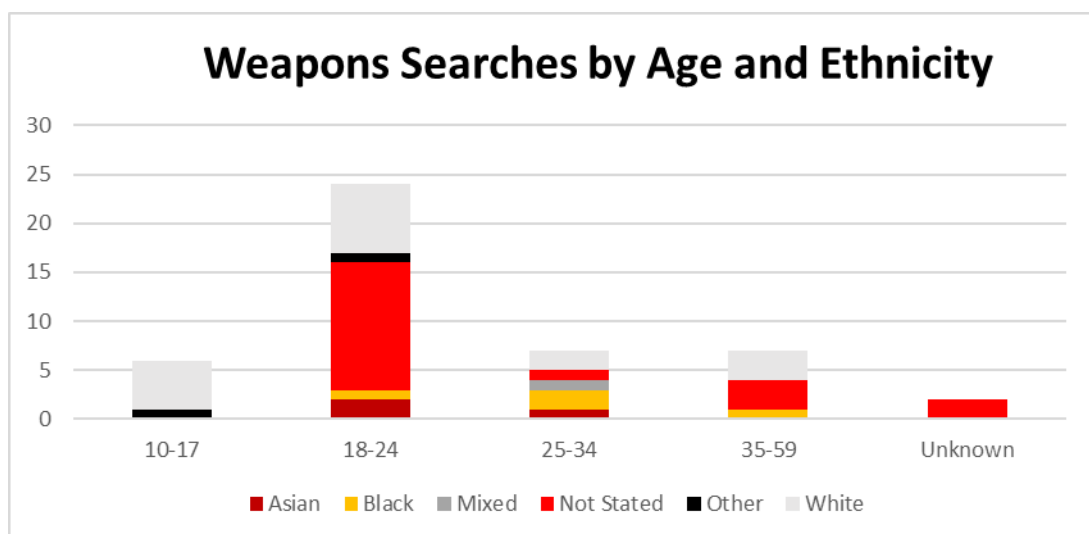
Stops relating to weapons (bladed, offensive or firearms) most commonly took place on Fridays this quarter.

The find rate for weapons related searches this quarter is 19% with 3 searches finding the object(s) they were searching for and a further 6 finding other objects.

There were 11 arrests resulting from weapons stops this quarter (24%) mostly in relation to other matters such as finding drugs or the individual being wanted and all other stops were no further action

The most common street location for these searches this quarter was Bishopsgate.

The below graph shows the demographic breakdown of individuals stopped with regards to weapons.

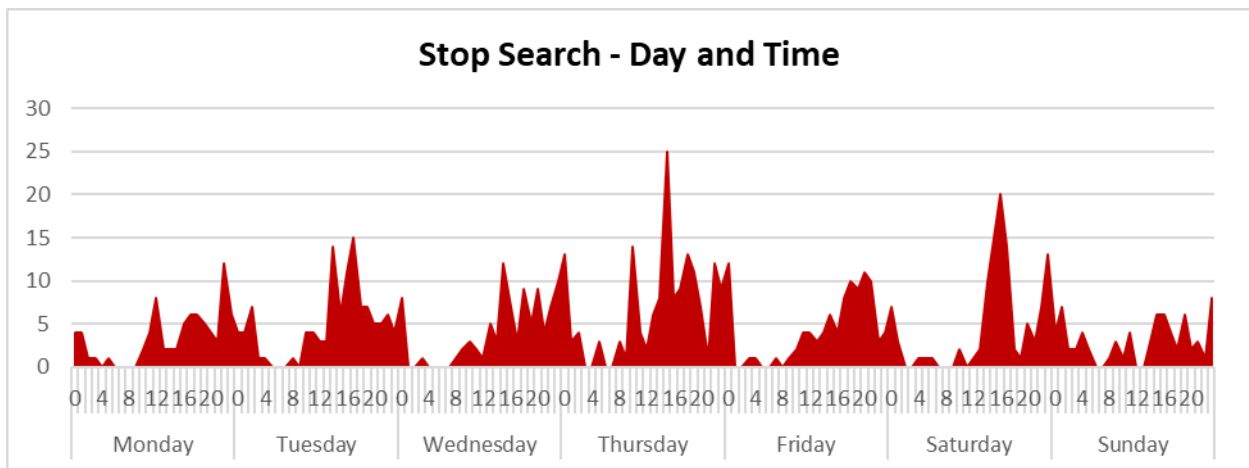


They were nearly all males (94%, n=43) who mainly did not state their ethnicity (41%, n=19) and were between 18 and 24 years old (52%, n=24). For those who did not state their ethnicity they were most often perceived to be black (58%, n=11), when this is added to self-defined ethnicities people of white ethnicities were most commonly stopped (56%, n=21).

There were no vehicle only stops in relation to weapons this quarter.

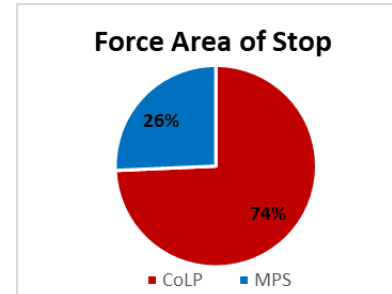
2.5 Time and Location of Stop

Most stops took place on Thursdays and Tuesdays, the peak times this quarter was Thursday between 14:00-15:00 and Saturday between 15:00-18:00. Levels are noticeably lower between 03:00-10:00 most days and Sunday and Monday were the quietest days overall.



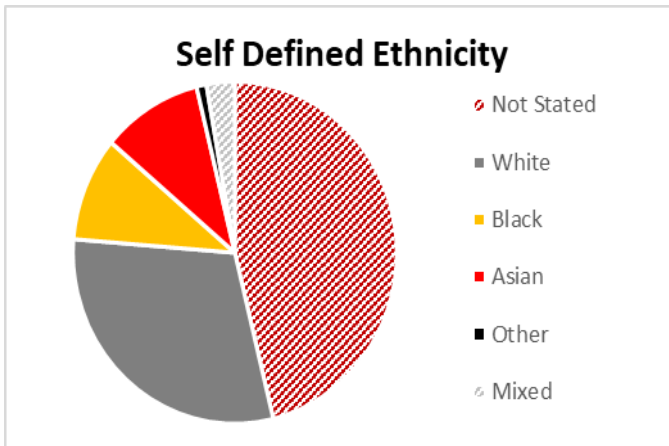
For the current period a 26% of stops took place on Metropolitan Police ground (n=183) which is a similar percentage to last quarter.

The most common locations for stops were Bishopsgate, Tower Bridge and Cheapside. All the top 10 locations this quarter are street records.



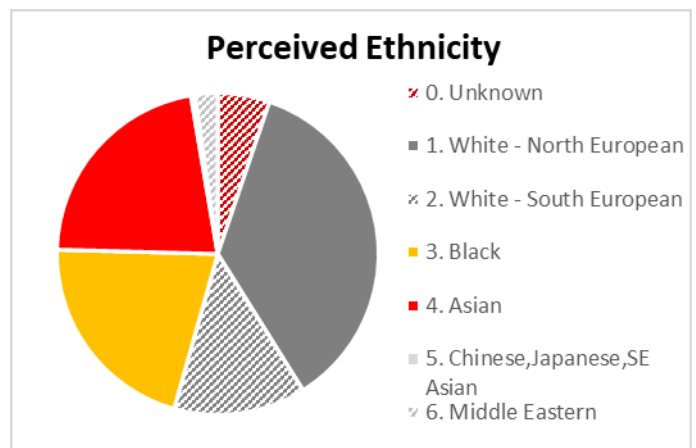
3.1 Ethnicity

The group most commonly stopped and searched in terms of perceived ethnicity is White – North European individuals (36%, n=254), for self-defined ethnicity the most common group is those who do not state their ethnicity (46%, n=327) then white individuals accounting for 30% of searches (n=213).



In terms of self-defined ethnicity the largest group is those who did not wish to state their ethnicity (46%, n=327). When compared to their perceived ethnicity the majority of these individuals were perceived to be white (39%, n=327) or Asian (27%, n=87). The majority of people who chose not to state their ethnicity are between 18 and 24 years of age (42%, n=138).

The biggest discrepancy between self-defined and perceived ethnicity is seen with white individuals with 49% of people stopped perceived to be white but only 30% defining themselves as such. The gap for black individuals is 11%, 21% were perceived to be black but only 10% defined themselves as such, this is similar for Asian individuals with 10% self-defining but 22% perceived. These gaps are mainly due to these individuals choosing not to state their own ethnicity on the stop and search form.



Comparisons across the two recorded ethnicities are however somewhat difficult as categories do not match exactly. For example a number of individuals perceived as black (n=6) or white (n=5) self-defined as mixed ethnicity but this is not an option the officer can select for perceived ethnicity.

3.2 Disproportionality

3.2.1 What is disproportionality?

When the Equality and Human Rights Commission (EHRC) published their Stop and Think report in 2010 looking in to the use of stop search by UK police forces they used two measures to assess fairness in terms of ethnicity; a disproportionality ratio and a count of excess stops.

Since then disproportionality has become a key measure for forces when examining the use of stop and search. The ratio looks at how much more likely black and Asian people are to be searched than white people based on their prevalence in the local population. Calculating the figure in this way allows for comparisons between forces of different sizes and ethnic diversity.

3.2.2 Disproportionality and the City

Due to the relatively small resident population compared to the large transient one in the City it is not easy to address questions of disproportionality. Traditionally this is calculated using the resident population of an area and the officer perceived ethnicity. In the current period however there were only ten people stopped who gave their address as being within City grounds and a number of these were people in temporary accommodation in youth hostels or similar.

Another option available is to use the workday population which includes all people who gave a fixed work place in the City and those residents who are at home during the day however given that 65% (n=468) of stops occur outside of a typical working day (Monday-Friday 08:00-18:00) this is also unlikely to give an accurate representation of the available street population. Particularly during the current climate of coronavirus with many people working from home or splitting time between home and office this is likely not to be relevant.

When we look at the residential addresses of people stopped this quarter 59% live in the greater London area, 4% are of no fixed abode, 15% are from other areas and 21% did not give their address.

Based on this disproportionality has been calculated using the residential population figures for the whole London region.

In terms of population data the most recent finalised census data is from 2011 so that has been used here. The most recent midyear estimates for 2018 were also checked but did not offer much difference in terms of results.

Levels of disproportionality have remained mostly stable this quarter the same for black and other ethnicities but rising slightly from 1.4 to 1.6 for Asian individuals.

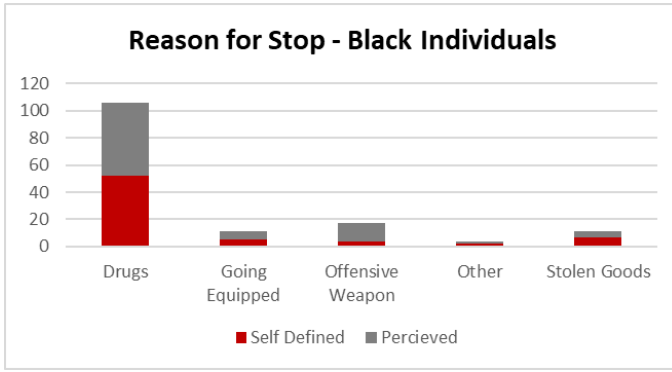
For the last year the average figures are 2.2 for black individuals, 1.6 for Asian individuals and 0.6 for individuals from other ethnic groups.



Across the last quarter the figures for the Metropolitan Police are 4.6 for Black individuals and 1.6 for Asian individuals.

3.3 Breakdown by Ethnicity – Black (Self Defined and Perceived)

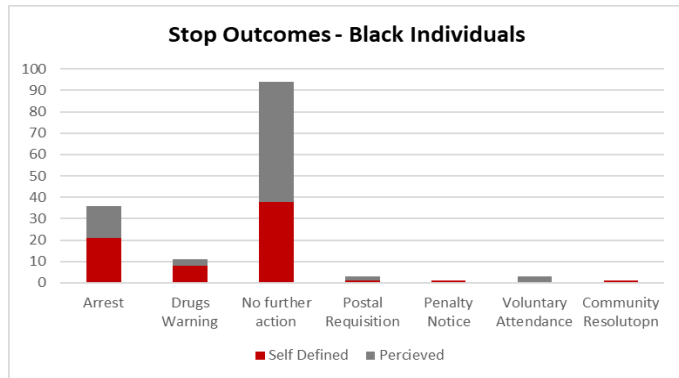
There were 70 individuals stopped this quarter who self-defined their ethnicity as black, nearly all of whom were perceived to be black by officers. A further 82 people were perceived as black and either did not state their ethnicity (75) or self-defined as coming from mixed (6) or other ethnic group (1).



The number of black individuals stopped in relation to almost all reasons at least double when perceived ethnicity is included alongside self-defined. The only reason where this isn't true is Stolen Goods. The largest percentage increase is seen with stolen goods which rises from 4 stops with self-defined ethnicity to 17 when perceived ethnicity is included.

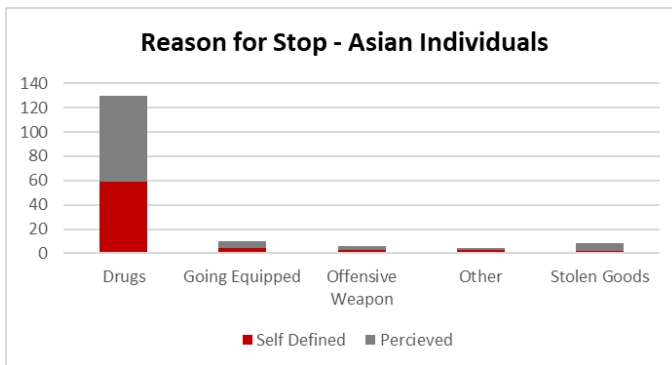
Compared the whole stop cohort for the quarter black individuals (self-defined and perceived) are slightly less likely to be stopped in relation to going equipped (7% compared to 12%) and slightly more likely to be stopped in relation to offensive weapons (11% compared to 6%).

Stop outcomes for both perceived and self-defined black ethnicity show that 64% of individuals were no further actioned (n=94) and 24% were arrested (n=36). This is broadly inline with the rates for all stops with the overall rates being 63% for NFA and 25% for arrest.



3.4 Breakdown by Ethnicity – Asian (Self Defined and Perceived)

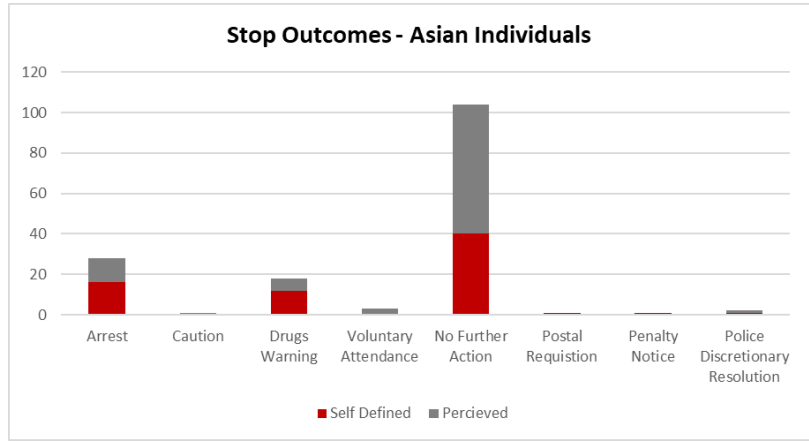
There were 71 individuals stopped this quarter who self-defined their ethnicity as Asian, most of whom were also perceived as Asian by officers. A further 93 people were perceived as Asian but 87 did not state their ethnicity or self-defined as coming from mixed (4) or white ethnic group (1).



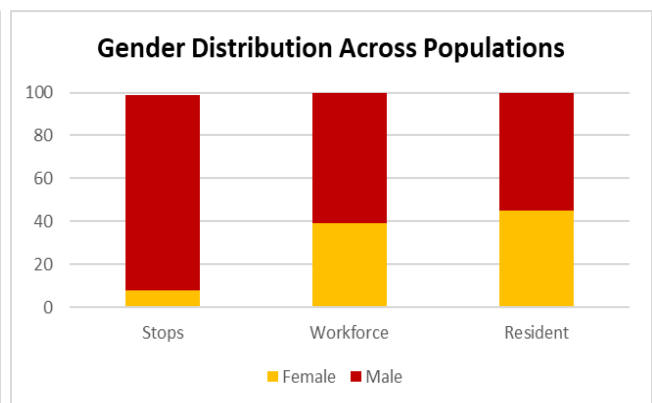
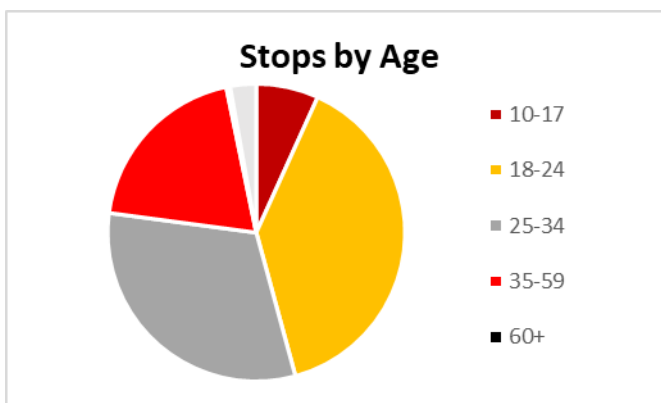
The majority of stops involving Asian individuals relate to drugs (83%, n=130) with numbers of stops in other categories being very low. The inclusion of perceived ethnicity significantly increases the number of stops for drugs, stolen goods and going equipped.

Asian individuals are more likely to be stopped in relation to drugs (82% compared to 70%) than the overall cohort but less likely to be stopped for going equipped (6% compared to 12%) or stolen goods (5% compared to 10%).

Most stops of Asian individuals resulted in no further action (67%, n=104) this is higher the overall rate of 63%. The percentage arrested (18%, n=28) is conversely lower the overall arrest rate of 25%. All other outcomes were used in small numbers for Asian individuals this quarter.



3.5 Age and Gender



Most people stopped are between the ages of 18 and 24 years old (39%, n=276), then 25-34 years old (31%, n=222) with few being under 18 (7%, n=48) or over 60 (n=3).

There were 48 stops of under 18s this quarter, 41 males and 7 females. The majority of under 18s stopped were between 16 and 17 (80%, n=38). The youngest people stopped were three 14 year-old males stopped on separate occasions, 2 were black and one was white, no objects were found and all were released no further action.

Most juvenile stops related to drugs (48%, n=23), there was nine arrests made from these stops and three further juvenile arrests giving an arrest rate of 25% for juveniles this quarter, after a low arrest rate of 3% last quarter this quarter the rate is higher than the usual 15-20%.

The no further action (NFA) rate for children was 71% (n=34) which is higher than that for all stops (63%).

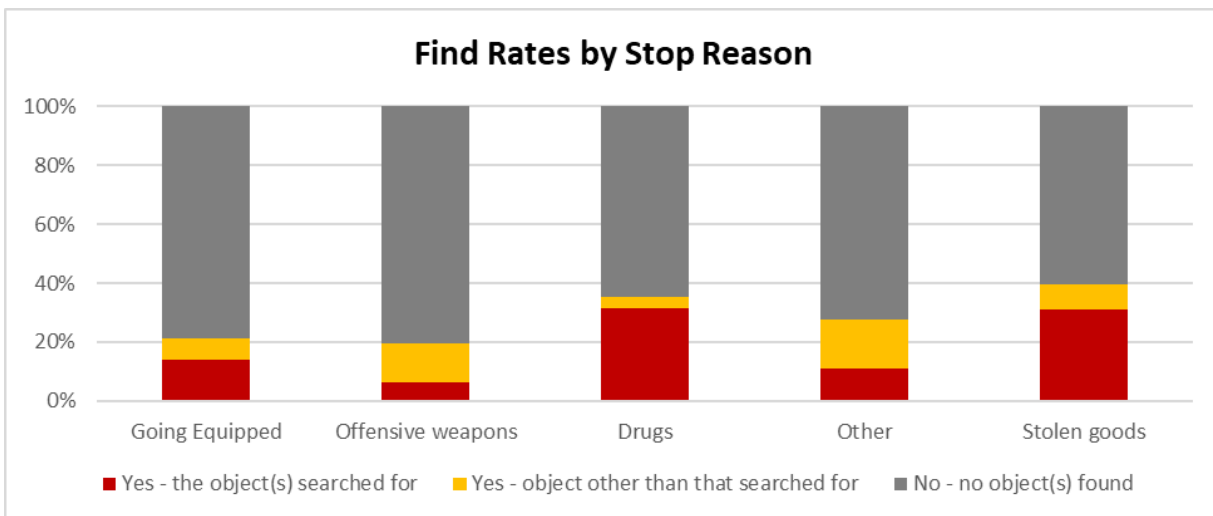
This quarter all age groups were mostly stopped in relation to drugs similar to last quarter, perhaps due to the nature of the pandemic and lower footfall in the City making these activities more conspicuous.

The majority of individuals stopped are male (91%, n=650) with 8% being female (n=55). This distribution is not similar to either the work force profile (61% male and 39% female) or the resident one (55% male and 45% female) with females far less likely to be stopped.

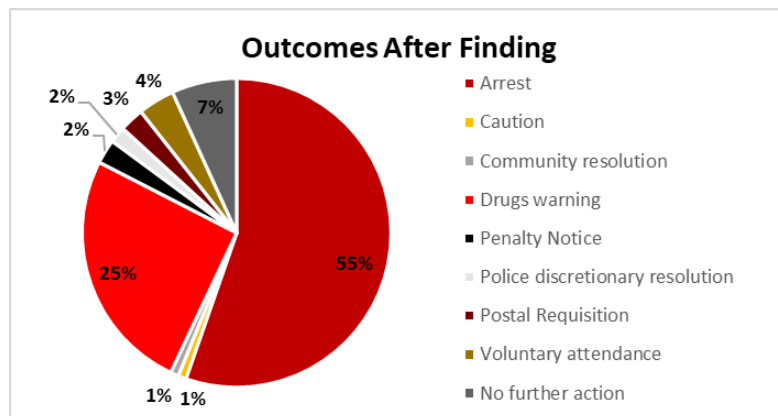
Most females (36 out of 55) were stopped in relation to drugs and the most common outcome was no further action (60%, n=33), the arrest rate for females is 27% (n=15) slightly higher than that for all stops. The age profile for females was like that for males.

4.1 Outcomes – Find Rates

There were 235 searches this quarter which resulted in an object being found, 195 where the object of the search was found and 40 where something different was discovered giving a find rate of 33%. Find rates in general were highest for stolen goods searches (40%, 27 out of 68 stops) however the item searched for was most commonly found in drugs stops (32%, 157 out of 498 stops). Find rates were lowest for offensive weapons stops with only 20% resulting in an item being found (n=9).



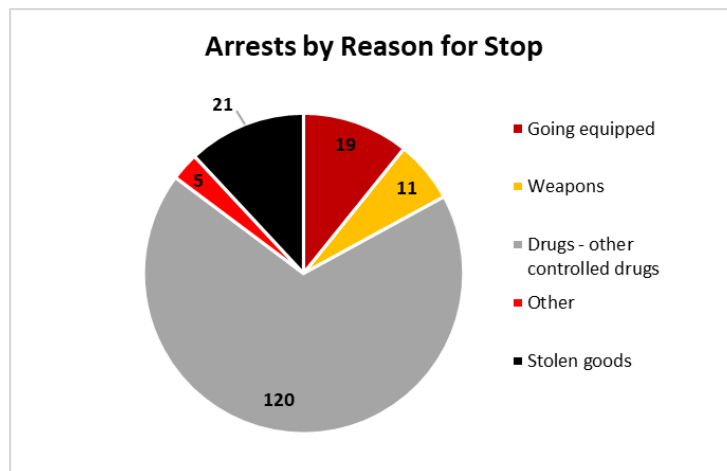
The most common outcome after finding an object was to arrest the subject of the stop (55%, n=130) then to issue a drugs warning (25%, n=60), the no further action rate after finding was 7% (n=16). All outcomes were used at least once after finding an object.



Subjects were asked to remove their outer clothing for 145 stops this quarter, mainly for drugs searches (106 stops) or stolen goods searches (18 stops). There were 20 drugs searches, and 1 offensive weapon, 1 stolen goods and 1 other search that required full strip searches. One subject was female the remaining 22 male. Nine of the full strip searches resulted in objects being found (39%) and there were 10 arrests made. There was also a partial strip search in relation to stolen goods where the items searched for were found and the subject arrested. The youngest person strip searched was 17 and the oldest 52.

4.2 Outcomes – Arrests

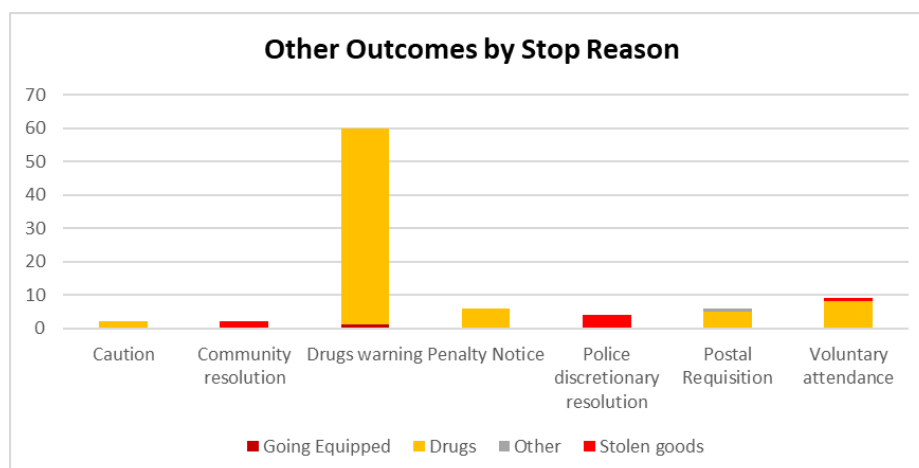
There were 176 arrests resulting from stop search this quarter, 25% of all stops. This is a slight increase from 23% last quarter but remains lower than the average 30% level across the last year with rates continuing to be significantly lower than previous years where the arrest rate has been 36% or 37%.



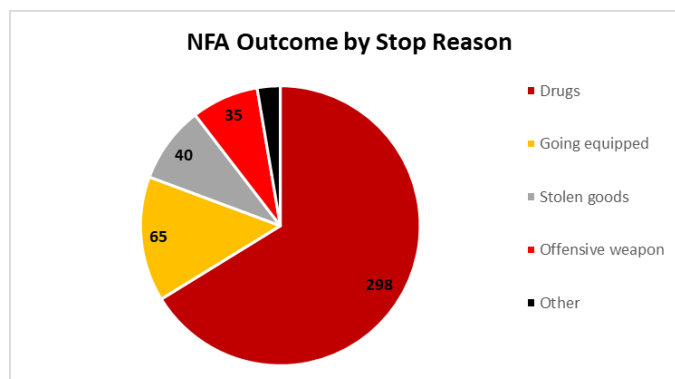
Most arrests in the current quarter resulted from drug stops (68%, n=120). When we look at arrest rates instead of volume the arrest rate was highest for stolen goods stops (31%).

Under half of all arrests (42%, n=74) were the secondary outcome of the stop and as such were not related to the object of the search, this most commonly happens in the case of drug stops (n=46) and the rate of secondary arrests was highest for offensive weapons as 8 out of 11 arrests related to other matters such as the subject being wanted on warrant or found in possession of stolen goods or drugs.

4.3 Outcomes – Other



The positive outcome rate this quarter is 37% (n=265) up 2 percentage points from last quarter. Outside of arrests the most common resolution was to issue a drugs warning (n=60) at the point of the stop. The widest range of outcomes can be seen for drugs stops, whilst community resolutions and police discretionary outcomes were only used in relation to stolen goods.



The overall No Further Action (NFA) rate for stops this quarter is 63% (n=450), the highest NFA rate this quarter is for offensive weapons and going equipped stops (76%, 35 out of 46 stops and 65 out of 85 stops respectively). The NFA rate is lowest for stolen goods stops (59%, 40 out of 68 stops).

4.4 Outcomes – Age, Gender and Ethnicity Summary

4.4.1 Perceived Ethnicity

The arrest rate is highest amongst white individuals (26%, 90 out of 348 stops) after this the arrest rate is highest amongst black individuals (24%, 36 out of 149 stops).

Drugs warnings were most commonly issued to white individuals whilst Postal Requisitions were used more often with black individuals. Middle Eastern individuals had no other outcomes apart from arrest and no further action this quarter.

No further action rates were highest for Asian individuals (66%, 104 out of 158 stops) but levels were roughly consistent with all groups falling within 56-66%.

Find rates were highest amongst white and black individuals (34%, 118 out of 348 stops and 51 out of 149 stops respectively).

4.4.2 Age

There were three males aged over 60, stopped this quarter in relation to stolen goods (1) or going equipped (2), no objects were found and all were released with no further action taken.

Arrest rate was highest amongst 35-59 year olds at 28% (39 out of 139 stops).

No further action rates were highest for 10-17 year olds (71%, 34 out of 48 stops).

Drugs warnings were most commonly issued to those between 18-24 years old. Those aged 25-34 received the widest range of diversionary outcomes this quarter.

Find rates were highest for 25-34 year olds (36%, 79 of 222 stops). The find rates for 10-17 year olds is 27% (13 out of 48 stops).

There were 20 stops this quarter where the age of the subject is unknown.

4.4.3 Gender

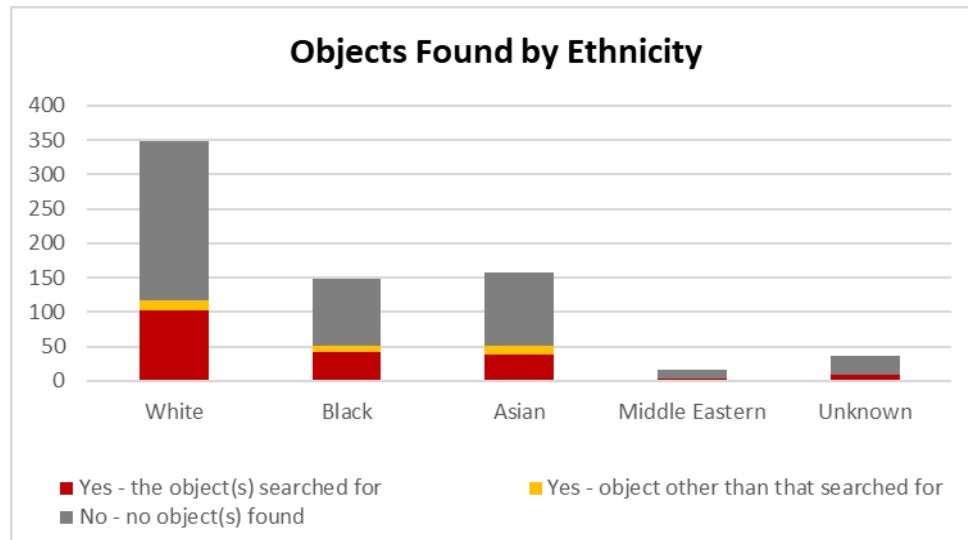
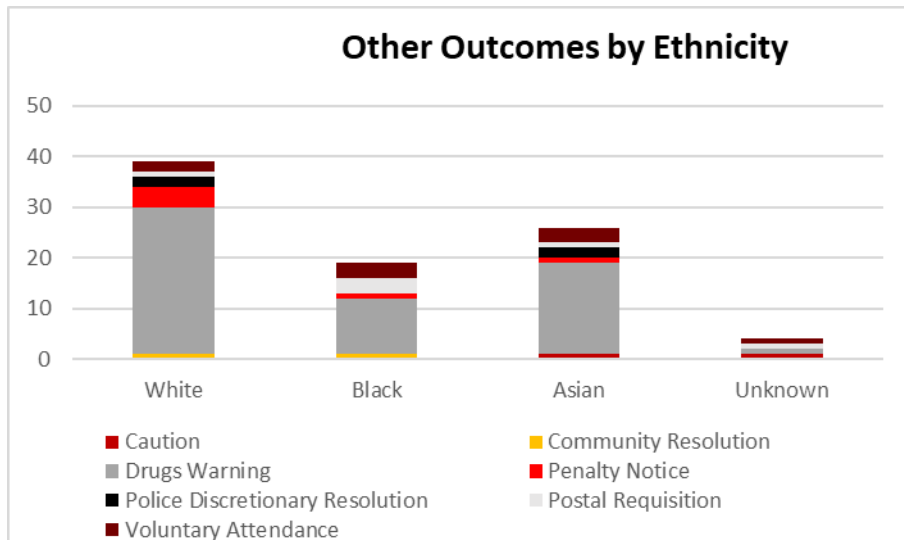
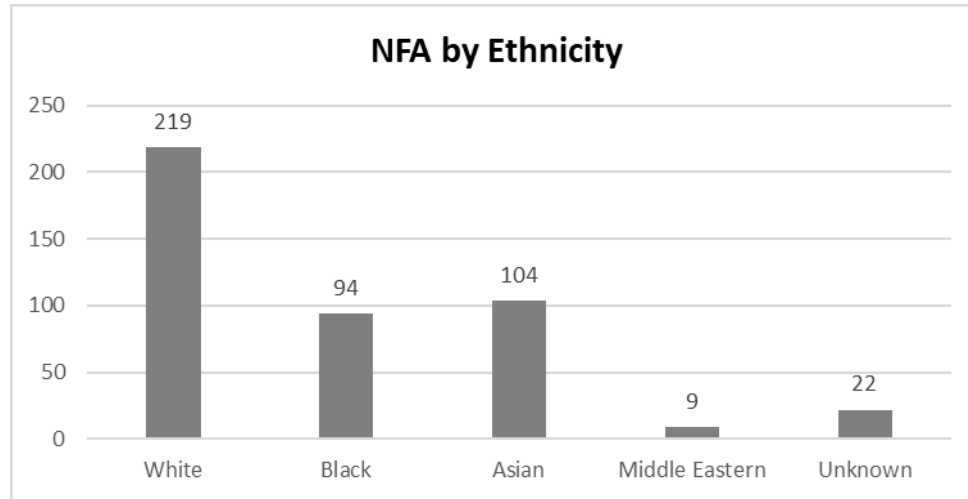
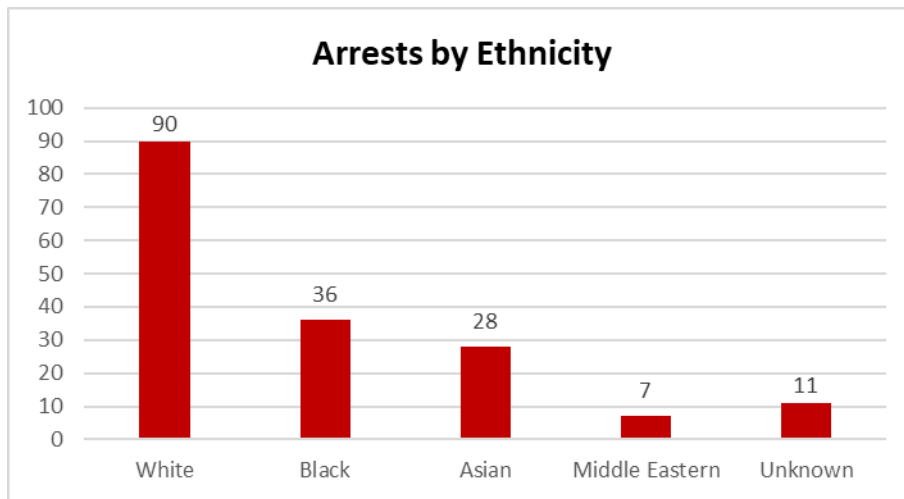
The arrest rate for females is 27% and for males 24%, the NFA rate for females is 60% and for males 64%.

No women had a stop resulting in a caution, community resolution, penalty notice, police discretionary resolution or postal requisition this quarter.

The find rate for females (33%, n= 18) is the same as that for males (33%, n=214).

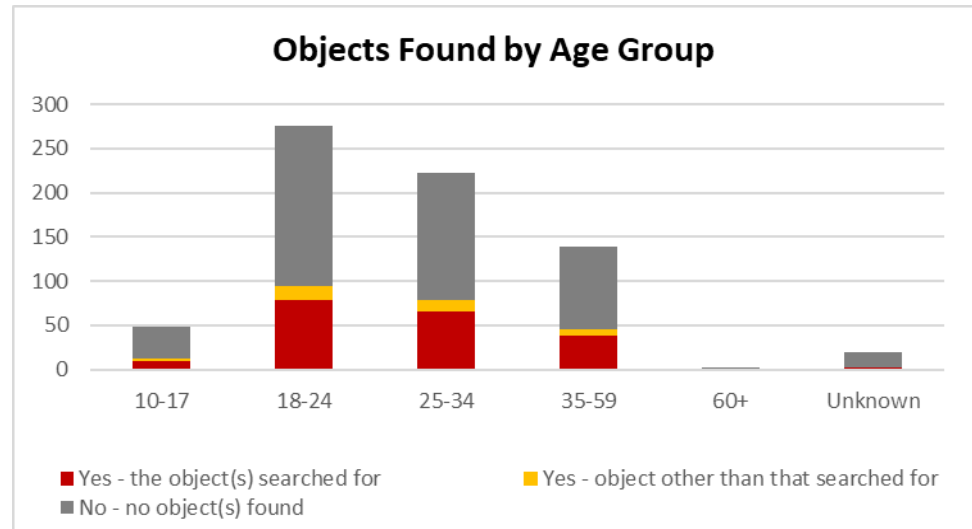
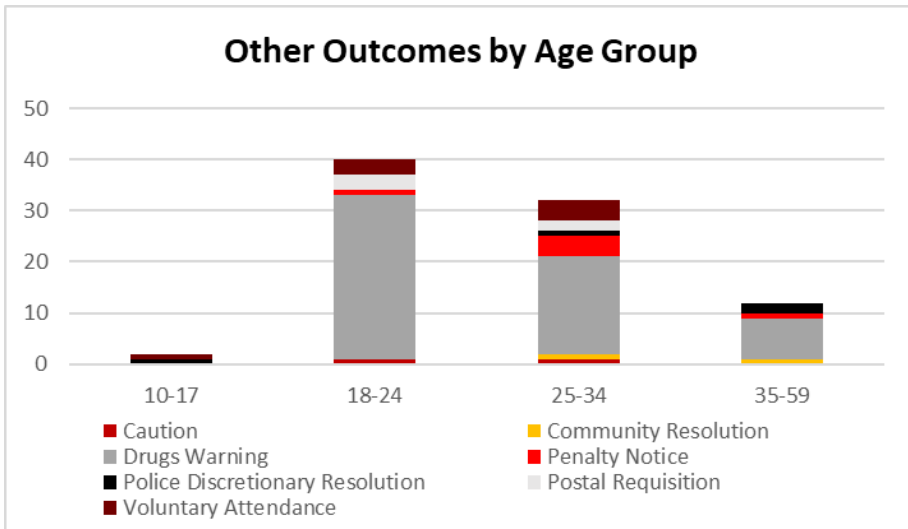
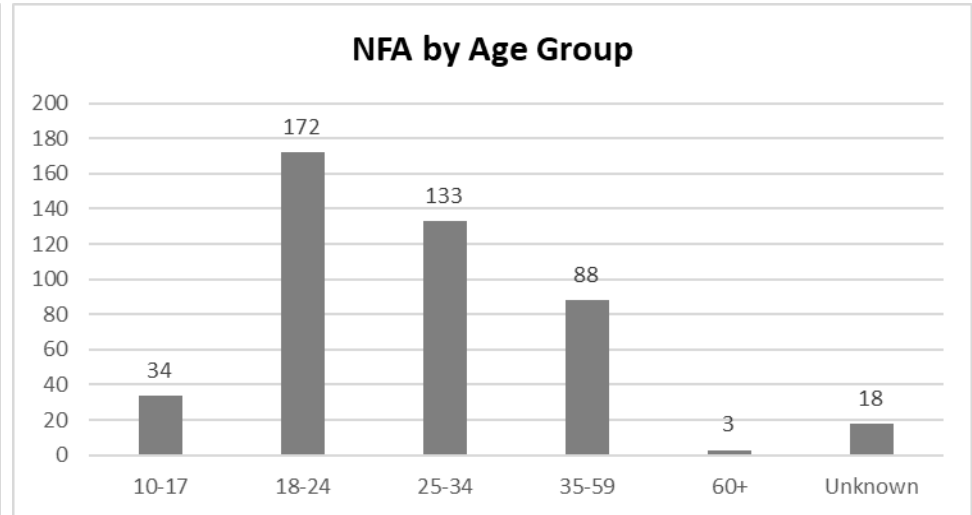
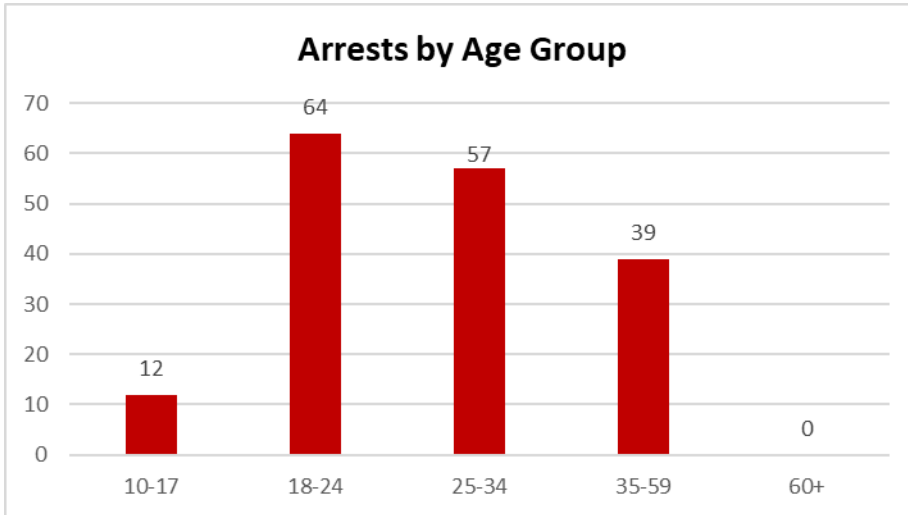
There were three stops where the person's gender was unknown this quarter; one was arrested, one received a community resolution and the last an NFA outcome.

4.5 Outcomes – Perceived Ethnicity Breakdown

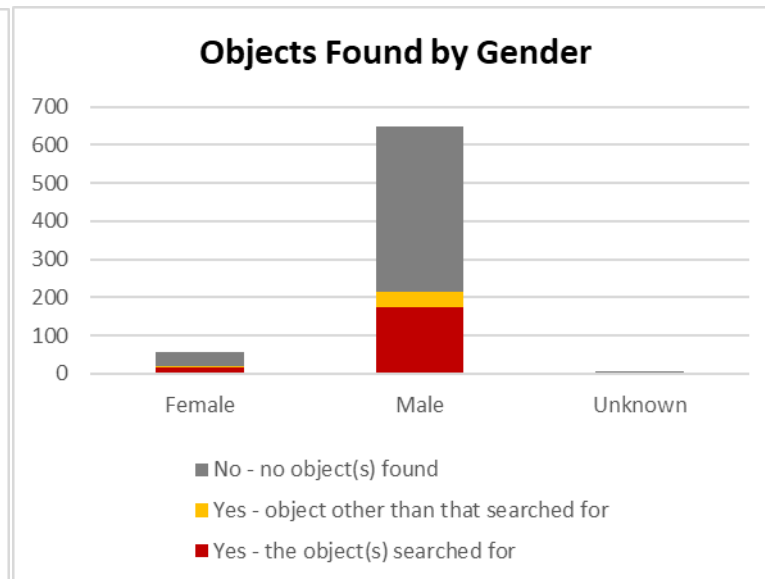
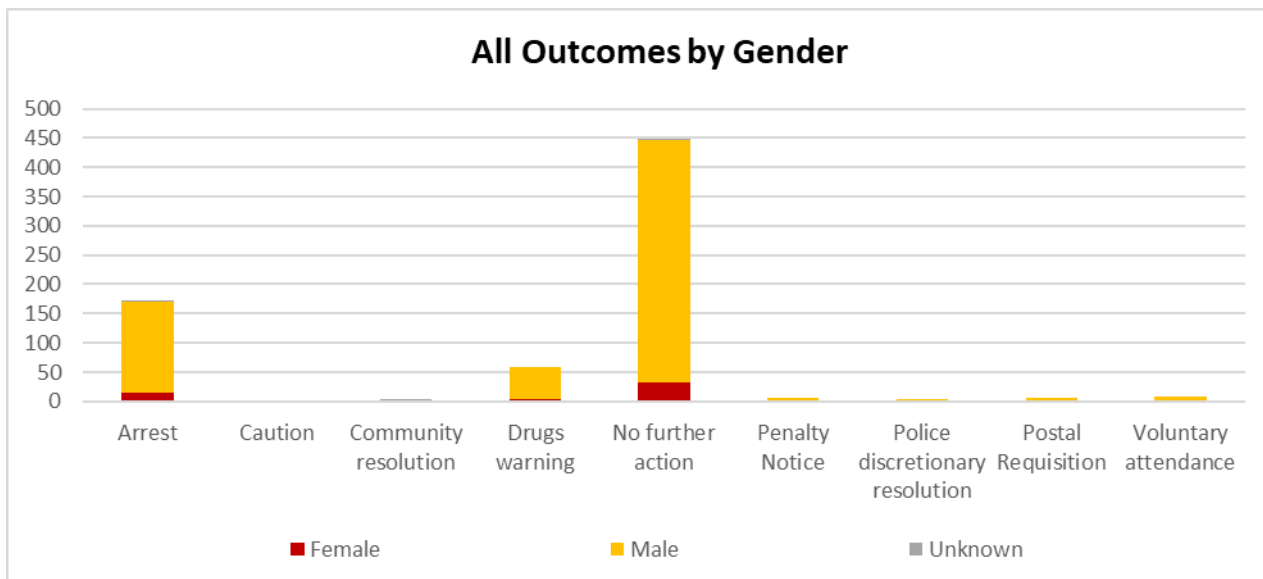


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4.6 Outcomes – Age Breakdown



4.7 Outcomes – Gender Breakdown



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Performance Information Unit



Use of Force

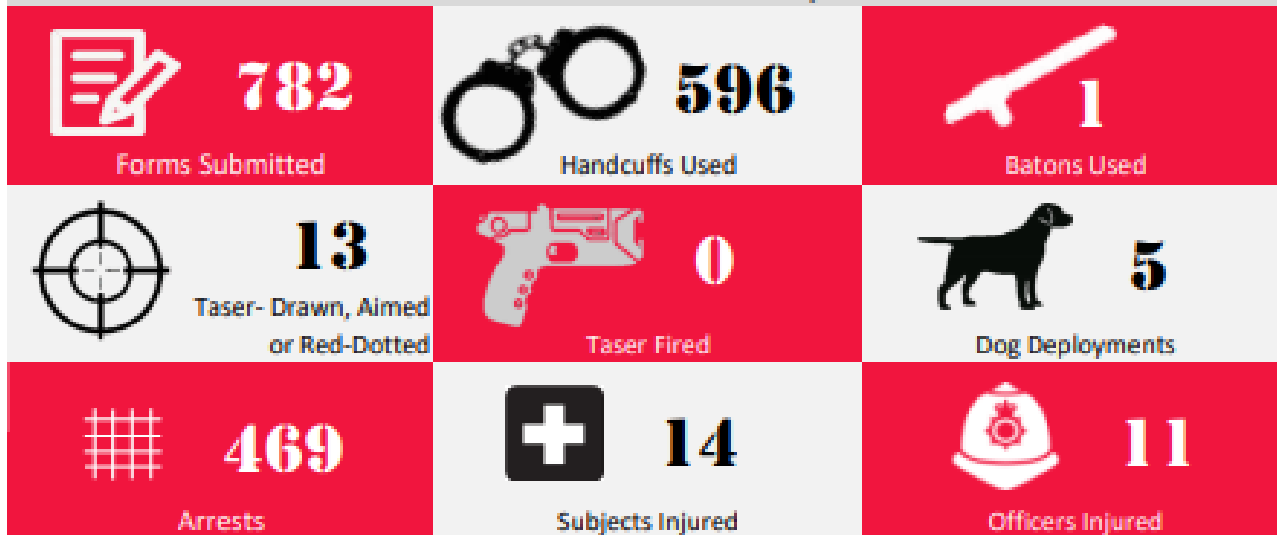
Quarter 1 2021/22

1st April – 30th June 2021

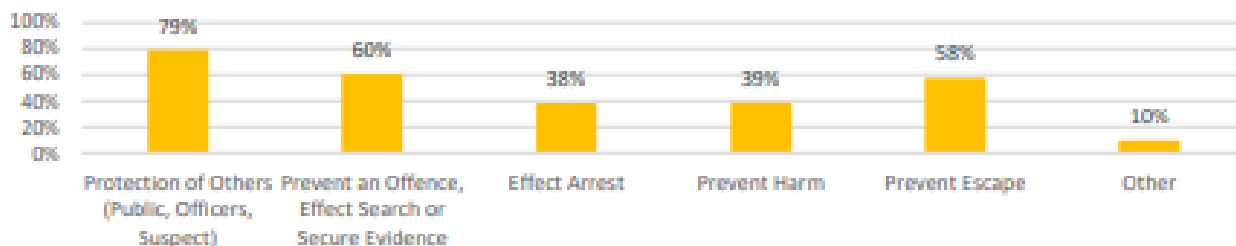
Compiled by:	PIU
Reviewed by:	Performance Analysis Manger
Directorate:	I&I
Date completed:	02/08/2021

Use of Force Summary Q1 2021/22 (1st April - 30th June 2021)

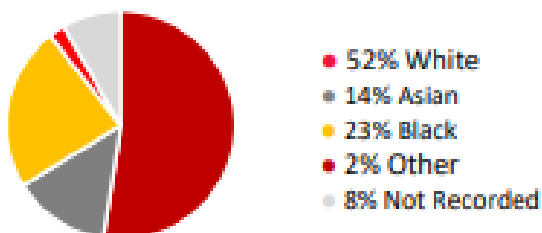
This summary provides an insight into the number of submitted use of force forms. More than one form can be submitted for an incident if multiple officers are involved. Each form can also include multiple reasons for the use of force and/or multiple tactics. Details of the subject on the forms submitted will be duplicated due to these repetitions. Therefore the below are an indication of the content of the forms themselves and are not a reflection of the exact number of incidents or subjects.



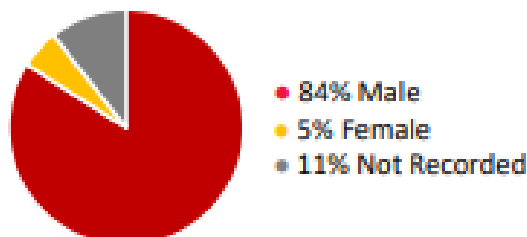
Reason for Use of Force (% of all forms)



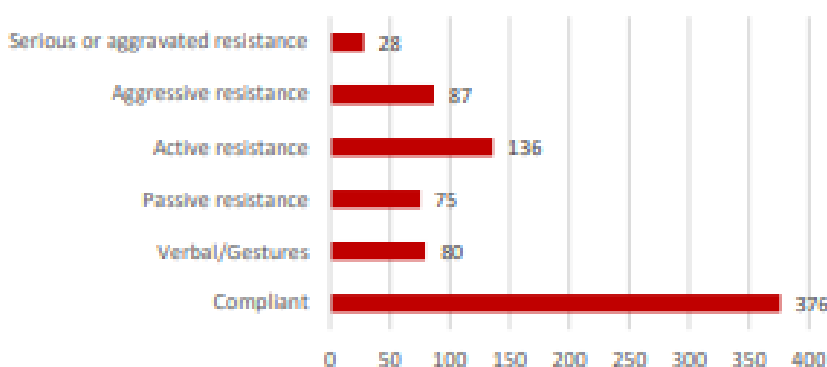
Subject Ethnicity



Subject Gender



Conduct of Subject



20%
of forms involved subjects believed to have mental health issues

4%
of forms involved juveniles



Use of Force – Quarter 1 2021/22

1.1 Introduction

This report provides an insight into the number of submitted use of force (UoF) forms. Each officer involved in a UoF incident is required to submit a form detailing their involvement. Each form can also include multiple reasons for the use force and/or multiple tactics. Details of the subject on the forms submitted will be duplicated due to these repetitions. The following figures are therefore an indication of the content of the forms themselves and are not a reflection of the exact number of incidents or subjects

UoF reporting within the City of London follows national guidelines requiring the reporting of the use of any of the following tactics; handcuffing, unarmed skills, use of police dogs, drawing or use of a baton, drawing or use of irritant spray, limb / body restraints, spit guards, shields, conductive energy device (C.E.D currently TASER), AEP (attenuating energy projectile), firearms and other improvised techniques. An additional tactic available in the City is the use of horses.

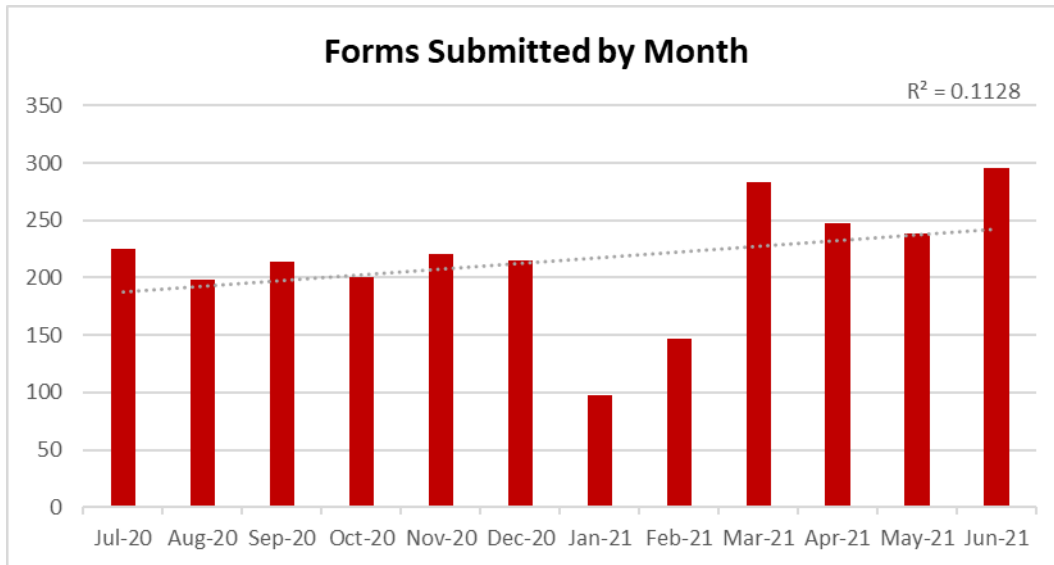
When choosing the appropriate tactical option officers are required to use the minimum amount of force necessary to achieve their legitimate aim.

1.2 Key Findings

- Submission of Use of Force forms has increased this quarter and been consistently higher than previous months with the average number of forms submitted each month being 261
- Looking at patterns of form submission over time levels are significantly higher than those from 20/21 and just below those for 19/20.
- The most common impact factor reported on forms was drugs (46%, n=356) which remains at a similar level to last quarter. The only reported impact factor to change significantly this quarter was alcohol which has increased from 19% to 32% and is the first time we have seen an increase for alcohol since lockdown in March 2020.
- Taser was drawn 13 times this quarter with no firings.
- Fifteen officers were spat at during the quarter, a slight decrease from last quarter
- Disproportionality levels have decreased slightly from last quarter and are just below average levels across the last two years.
- There were 31 forms involving children all aged between 14 and 17, most of whom were handcuffed.
- The new option to select No Further Action as an outcome has been used in a quarter of forms and has caused a significant reduction in the number of 'other' outcomes.

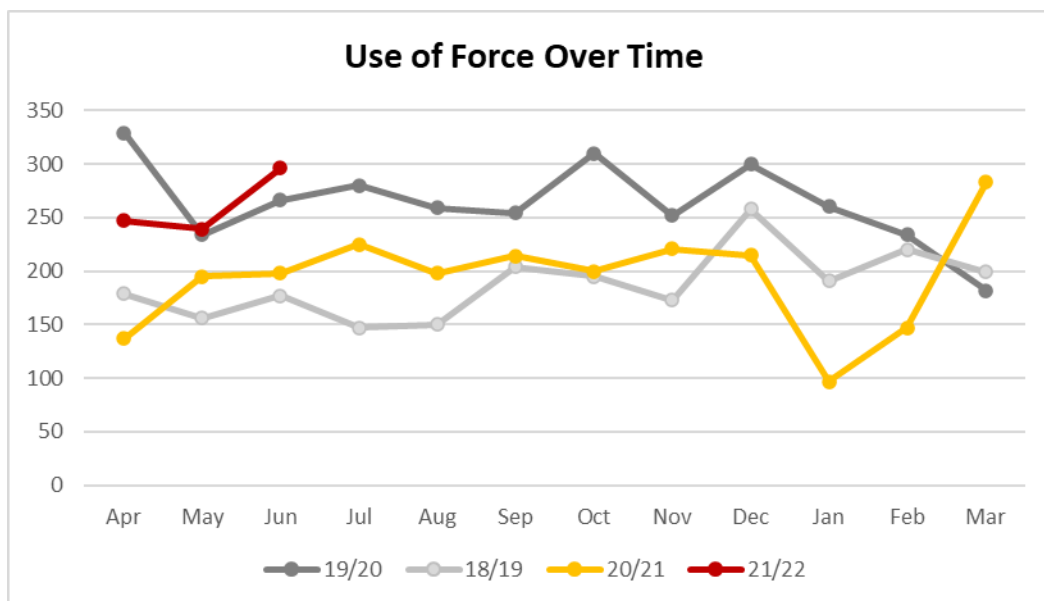
1.3 Q1 Overview

The average number of Use of Force (UoF) forms per month this quarter is 261, a 49% increase from last quarter. Levels have been higher than previous months across the quarter and June has seen the most form submissions since December 2019.



Looking at patterns of form submission over time we can see that for most of 20/21 reports remained at around 200 per month until quarter 4 where they began to fluctuate likely impacted by differing lockdown restrictions. This quarter levels dipped to around the 250 mark in April and May and have then increased to nearly 300 in June. The average number of forms submitted each month across the last year is 215.

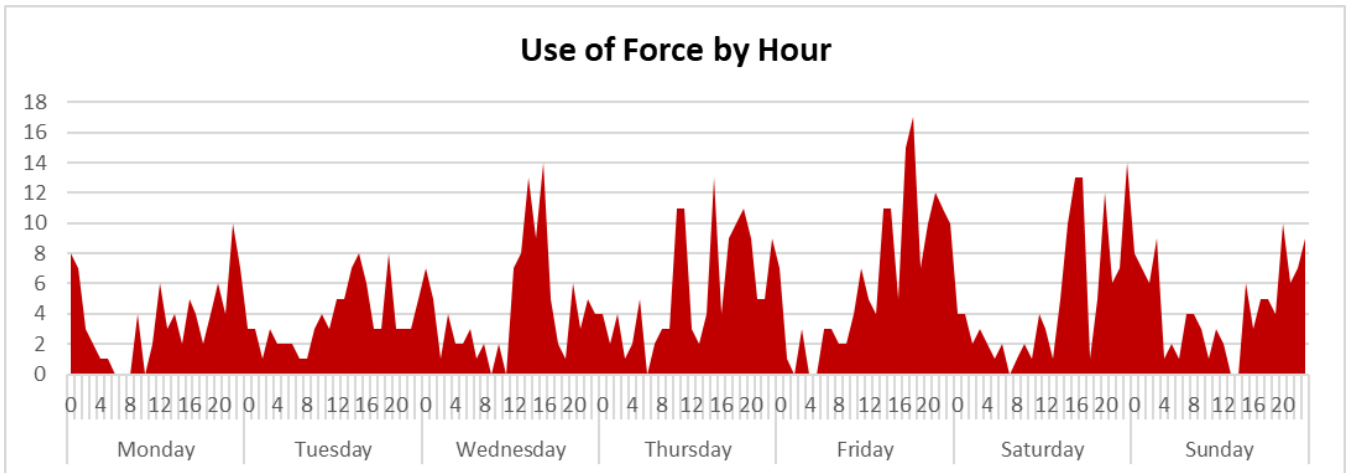
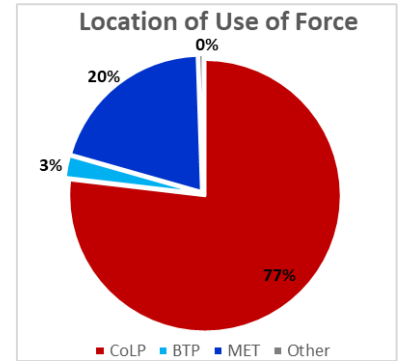
As restrictions have eased we have seen in an increase in violent crime and also public order offences in the last couple of months, this may be contributing to increased use of force reporting.



Of the 782 forms submitted this quarter 601 (77%) occurred on City of London ground with a further 177 (23%) taking place in the wider metropolitan London area or BTP London transport hubs.

In the last three months 21 forms submitted related to public order events, mostly relating to 'Kill the Bill' protests held in Parliament Square in early April.

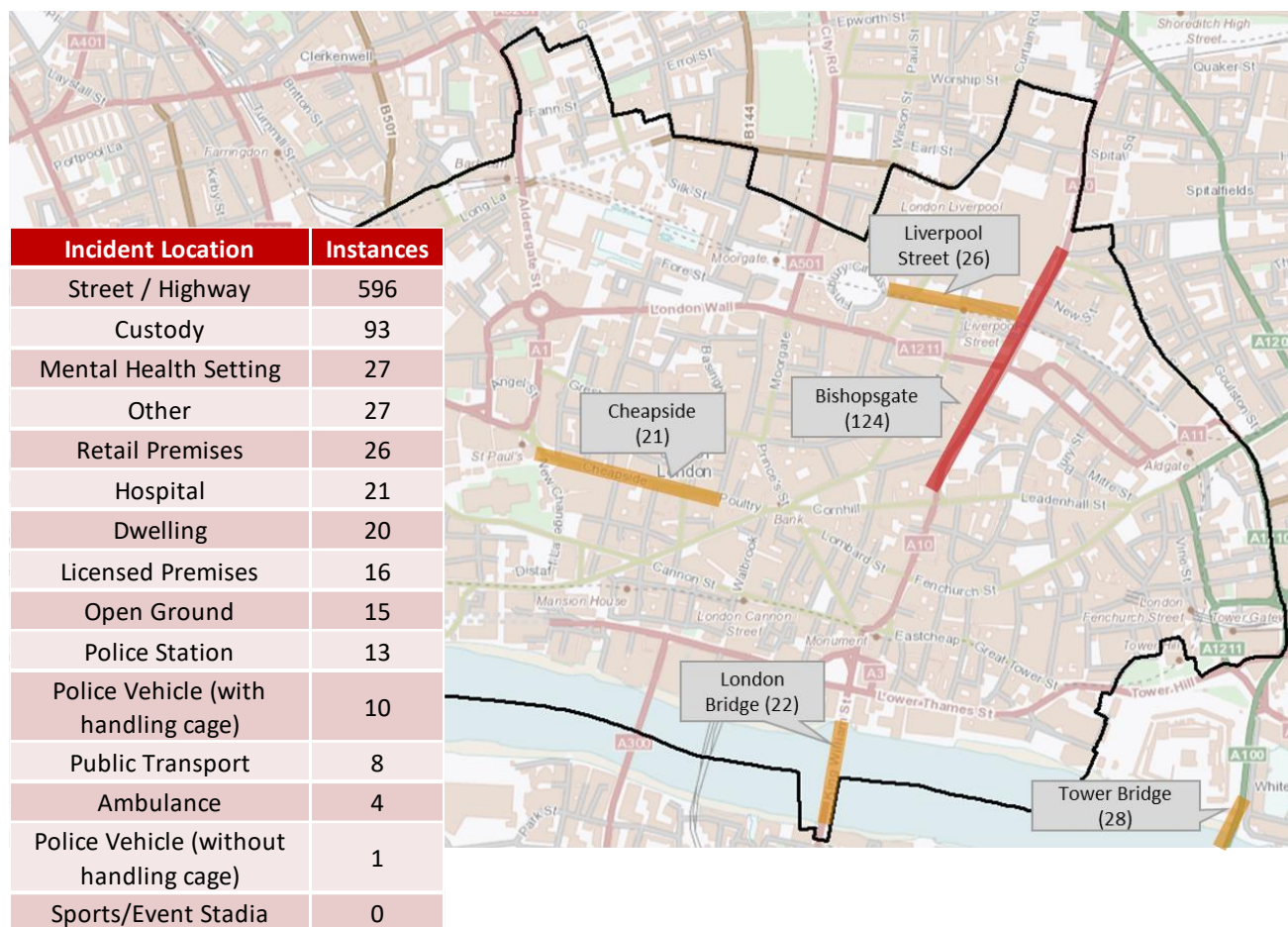
The most common time for UoF incidents this quarter was between 15:00-17:59 followed by 20:00-21:59. In terms of days Friday was most common followed by Thursday. Friday late afternoon into evening (17:00-21:59) is the peak period when looking at both day and time.



During this quarter there were 14 forms that reported that the subject received a minor injury because of the Use of Force, medical assistance was offered on 12 occasions and accepted on eight. Eleven officers received injuries; all injuries were minor. Nine officers believed their injuries were the result of the subject intentionally trying to assault them.

Just over a third of forms had an incident number completed (34%, n= 268), when custody numbers are included this increases to 69% (n=539) maintaining the improvements seen in previous quarters.

2.1 Location



The map above highlights the top five areas associated with Use of Force forms around the City this quarter and the table details the most common types of location. Each form can list multiple location types.

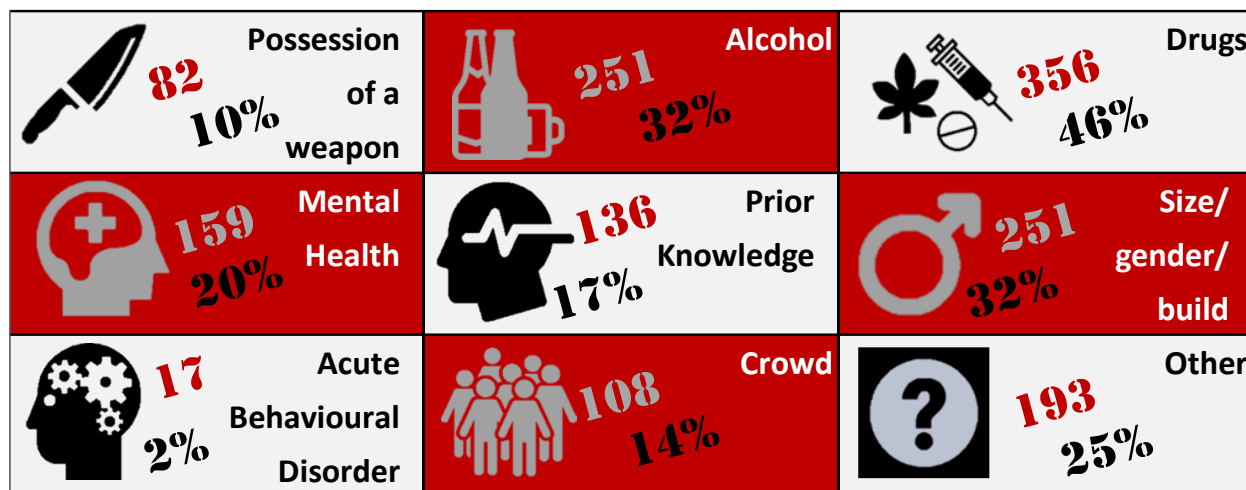
In terms of location type this quarter we have seen increases in most areas but most noticeably for Licensed Premises (increase from 3 to 16), Mental Health Setting (increase from 8 to 27) and also Hospital (increase from 7 to 21).

As usual the locality where most use of force takes place is the street/highway and Bishopsgate is the key street location within the City. We have seen an increased number of reports on bridges this quarter perhaps linked to increased patrols in these areas.

All but one form had a recorded street location.

When looking at the incidents that related to licensed premises there were no repeat locations.

2.2 Impact Factors



Like location types, multiple impact factors can be recorded on each form – a subject could for example be under the influence of alcohol, of a large size/build and amongst a crowd of others.

The most common impact factor for use of force this quarter remains drugs which was recorded on 46% of all forms, this has decreased by 1 percentage point from last quarter. The only category that has seen significant change this quarter is alcohol which has increased from 19% to 32%; this is an area that has steadily declined since the first lockdown and this is the first increase we are seeing in over a year.

Looking at how impact factors correlate with subject behaviour the main factors leading to increased resistive behaviour are alcohol, mental health and crowds (49%, 62% and 51%, compared to 32% for all forms). Crowds and mental health are generally the impact factors that link to more aggressive resistance (33% and 32% compared to 15% for all forms).

25% of mental health impacted forms resulted in the subject being detained under the mental health act or hospitalised (n=39).

Taser was used most often on those forms where alcohol, drugs or size and build were an impact factor (n=5).

2.3 Reason for Use of Force

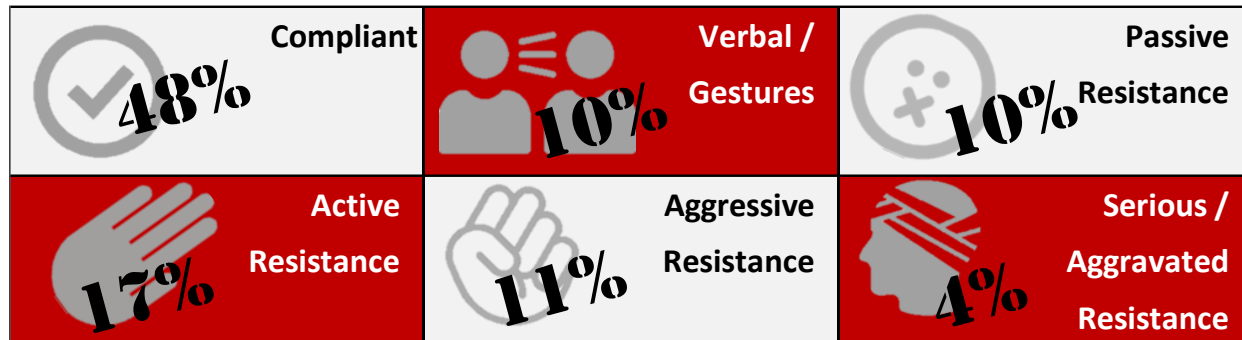


As with other factors there can be multiple reasons given for use of force so figures will not add up to 100%.

The primary reason given for UoF is the protection of others, 79% of forms (n=618), this may be the public, other officers, or the subject themselves. This has remained consistent with previous quarters.

All reasons remain broadly consistent in percentage terms with previous periods.

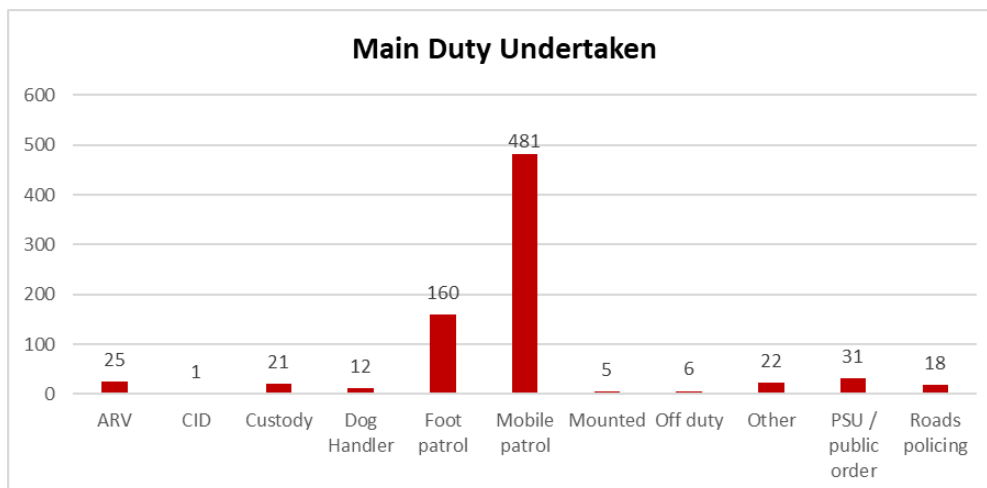
2.4 Conduct of Subject



Subjects were mostly compliant with the use of force- levels of the various types of compliance remain like those reported in previous quarters apart from aggressive resistance increasing from 5% to 11% but 5% was an unusually low number last quarter and it is usually around 10%. We have also seen a slight increase in serious resistance up from 1% to 4%.

2.5 Officer Details

- **Violence:** Eleven officers received minor injuries with nine believing the injury to have been inflicted intentionally. There has been an increase of officers who were assaulted but sustained no injuries this quarter, rising from 11 to 38. Fifteen officers were spat at, a slight decrease from last quarter.
- **Weapons:** Fifteen officers were threatened with a weapon; three with a bladed or pointed article, eight had objects thrown at them and four with other objects. One officer was injured as a result of these incidents. There were a further 81 forms submitted where intelligence suggested a weapon may be present.
- **Main duty:** 62% of officers utilising UoF were on mobile patrol and 20% were on foot patrol, all other areas made up small percentages of reporting. In 9% (n=72) of submitted forms the officer reporting was single crewed at the time of use of force.



- **Directorate:** UPD represents 96% of all UoF, followed by Crime (2%) with ECD, I&I and Business Support submitting 1% of forms or less.
- **Rank:** Constables (including PC, DC and SC) account for 94% of UoF, Sergeants account for 5% and 1% of forms are submitted by inspector rank or higher. Nine forms relate to actions taken by detective constables, sergeants or inspectors.
- **Gender:** Most officers using force are male (87%) compared to female (13%).
- **Age:** Officers ages ranged from 19-60 years with the average age being 31 years and most common being 34 years.
- **Training:** Most officers carrying out use of force had received Personal Safety Training (PST) within the previous 12 months. There were 48 incidences of UoF where the officer's PST occurred over 13 months ago, forces have been granted an extension on this as officers had not been able to undertake face to face training under social distancing rules.

2.6 Tactics Used

Tactic Order	Tactic																
	Tactical communications	Handcuffing (compliant and non-compliant)	Unarmed skills (including pressure points strikes restraints and takedowns)	Ground Restraint	Limb/Body restraints	Baton drawn	Baton used	Irritant spray PAVA drawn	Irritant spray PAVA used	Irritant spray CS drawn	Spit Guard	Dog deployed	Dog Bite	Taser	Firearms	Other / improvised	Not Applicable/ Order Unknown
1 st	473	228	37	9	3	-	-	-	-	-	1	3	-	5	-	2	21
2 nd	14	326	120	13	2	-	-	3	-	1	-	1	1	8	1	12	280
3 rd	5	33	25	10	3	1	-	1	1	-	1	1	-	1	-	5	695
4 th	1	4	7	5	-	1	1	1	-	-	1	-	-	-	-	1	760
5 th	1	-	3	2	-	-	-	-	-	-	1	-	-	-	-	-	775
6 th	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	1	780
7 th	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	781

Tactical communications and handcuffing are the most common first tactics employed in 60% and 29% of forms respectively. When officers are called to assist with an ongoing incident this may lead to more serious tactics such as taser and firearms being used as the first tactic.

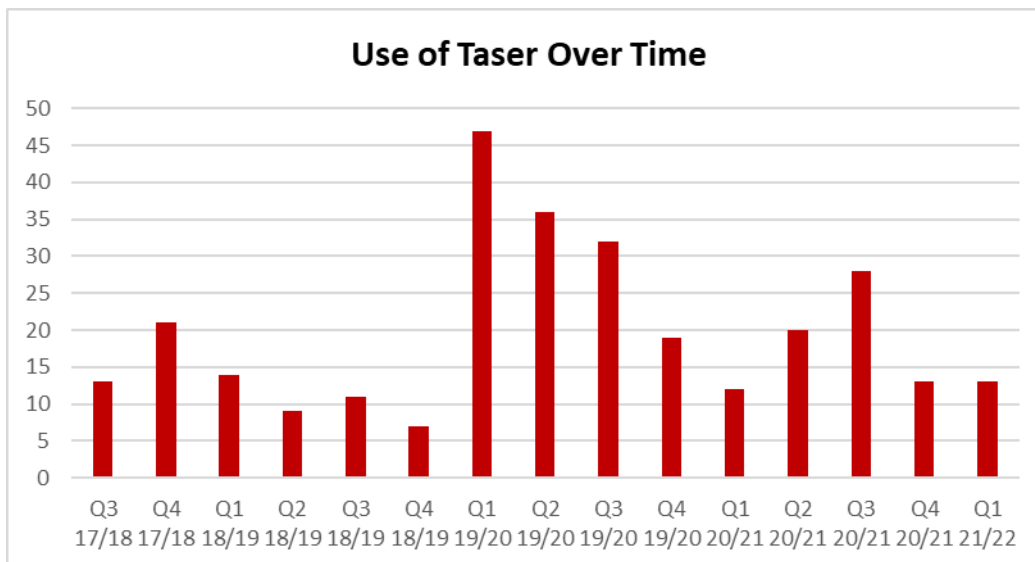
Some tactics were not used at all this quarter – such as horses – so have been removed from the table.

There are 21 forms where the order of tactics has not been recorded. In 34% of UoF forms (n=259) only one tactic is utilised, with the maximum number of tactics recorded on any form being 7. Tactics can be repeated across the form for example tactical communications might be used both 1st and 3rd.

Taser was available at the scene in 72% of forms (n=563). Taser trained officers submitted 357 forms, 257 were carrying at the time of the incident while 82 were not. Taser was drawn 13 times this quarter, most commonly red dotted (9) and otherwise just drawn (4). There were no Taser firings this quarter.

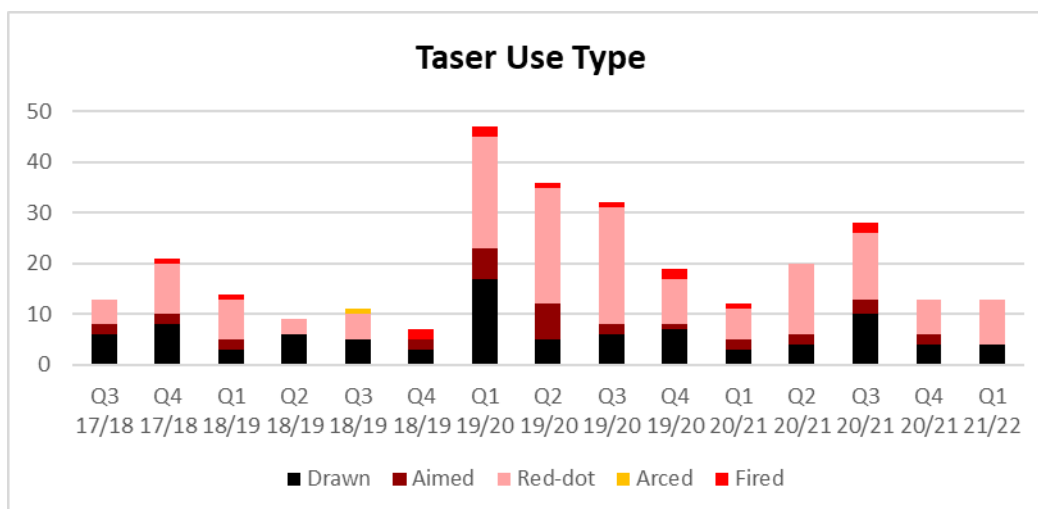
2.7 Taser Usage

On average since recording began on Niche RMS there have been 15 uses of taser recorded each quarter (roughly 5 uses a month). Taser use is recorded on 3% of all forms submitted. The most common highest usage is to red-dot the subject which is the case in 53% of reports (n=157), there have been 13 occasions of firing in the last 3 years. In just under a third of incidents the officer involved never goes further than drawing the taser (30%, n=89).



There was a clear increase in the use of taser in 2019/20 with reports increasing 227% from 41 to 134 between the two years. There was a particular spike in Q1 of 2019/20 when we also saw a spike in all forms being submitted, it was inferred this increase was related to an increase of protest activity in and around the capital in that period. This also coincides with an unprecedented crime increase in the city in 2019/20, particularly in Q1-Q3.

This quarter we have seen use of taser at a similar level to last quarter despite the overall increase in forms being submitted.



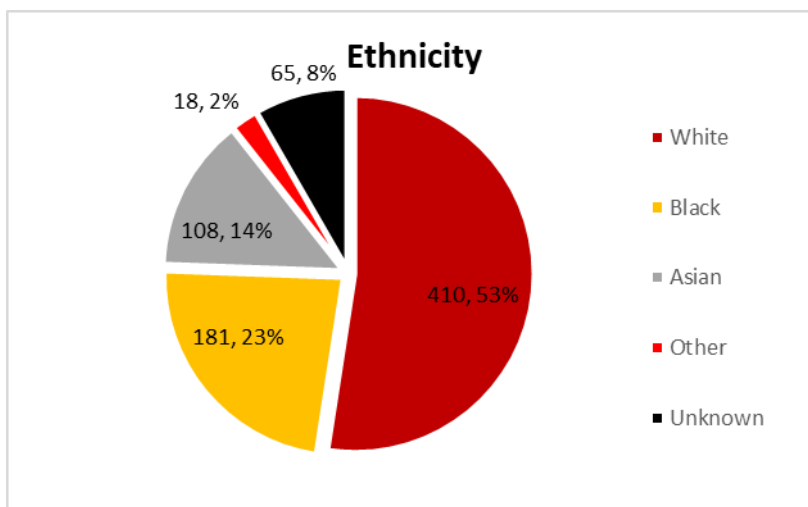
When looking at the ethnic breakdown of taser use over the last 12 months subjects have been predominantly either white or black (36%, n=31 each) with 9% of forms not recording the ethnicity of the subject (n=14). Comparing this to the greater London population suggests that black people are 4.5 times more likely to have taser used against them than their white

counterparts and Asian individuals 1.44 times more likely. However, caution needs to be taken with these numbers due to the small volumes as any change can have a big impact on the proportionality ratio.

When we look at the behaviour of the subjects in taser incidents this quarter they were most likely to be offering active or aggressive resistance to the officers involved and all but 2 were arrested.

3.1 Subject Ethnicity

Similar to other aspects of Use of Force forms if more than one officer is involved in an incident the subjects details will be duplicated – these figures show the information from the forms and give an indication of individuals involved but will not be exact.



Most forms (53%) involve subjects that are white, this includes North and South European, followed by black (23%), Asian (14%) and other (including Middle Eastern) at 2%. 8% of forms record an unknown ethnicity.

Some unknown forms (n=21) were forms where subject details were not recorded these are all Public Order related and the information is not required in these instances.

3.2 Disproportionality

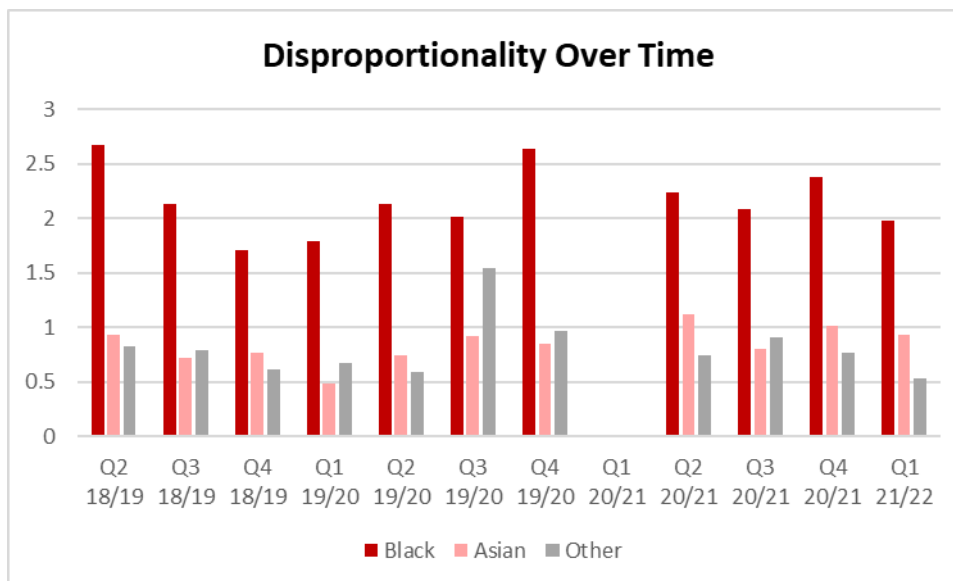
Due to the relatively small resident population compared to the large transient population in the City disproportionality is difficult to calculate. Therefore, the resident population of the whole London region (including the City) from the 2011 Census have been used. Based on this information people within black ethnic groups are 2.0 times more likely than the white population to have force used against them. People from other or Asian ethnic groups were as likely or less likely than white people to have force used against them this quarter.

BLACK
1.98

ASIAN
0.93

OTHER
0.53

If we look at disproportionality levels over the last two years we have dropped slightly below average levels of 2.2 for black individuals this quarter and are slightly higher than the 0.84 average for Asian individuals. Q1 20/21 disproportionality data was not calculated due to an issue with data extraction that quarter, we have seen slight decreases in all measures of disproportionality this quarter.



3.3 Subject Ethnicity Breakdown

- Points highlighted in **RED** indicate an over representation of more than 5% based on comparing white subjects and the overall cohort.
- Points highlighted in **YELLOW** indicate under representation of more than 5% based on comparing black subjects and the overall cohort.

3.3.1 White

There are a total of 410 white subjects recorded on forms; 85% were male, 7% female and 8% unknown.

- **Outcome:** 267 (65%) were arrested, higher than for the whole cohort at 60%.
- **Injury:** Of the 14 subjects who received an injury 8 were white.

Impact Factors

- 160 (39%) link to alcohol, higher than the whole cohort of 32%.
- 181 (44%) link to drugs, slightly lower than the whole cohort rate of 46%.
- 95 (23%) have mental health concerns, higher than the whole cohort at 20%.
- 131 (32%) identify size, gender or build of the subject as an impact factor, the same as the overall rate.
- 35 (9%) involve possession of a weapon, slightly lower than 10% for all forms.

Tactics Used

- **Handcuffs:** 74% were handcuffed, just below 76% for the whole cohort.

- **Taser:** 5 out of 13 uses involved white subjects.
- **Limb/body restraints:** 6 out of 9 occasions were against white subjects.
- **Spit guard:** 3 out 4 occasions involved white subjects.

3.3.2 Black

There are a total of 181 black subjects recorded on forms; 86% were male, 4% female and 10% unknown.

- **Outcome:** 108 (60%) were arrested, the same as the whole cohort.
- **Injury:** Of the 14 subjects who received an injury 5 were black.

Impact Factors

- 47 (26%) link to alcohol, lower than the whole cohort of 32%.
- 82 (45%) link to drugs, just below the the overall percentage of 46%.
- 35 (19%) have mental health concerns, slightly lower than the whole cohort at 20%.
- 78 (43%) identify size, gender or build of the subject as an impact factor, higher than overall 32%.
- 22 (12%) involve possession of a weapon, just higher than the whole cohort of 10%.

Tactics Used

- **Handcuffs:** 78% were handcuffed, higher than the overall rate of 76%
- **Taser:** Use recorded 6 times against black subjects.
- **Limb/body restraints:** 3 of the 9 occasions were against black subjects.
- **Spit Guards:** Use recorded once involving a black subject.

3.3.3 Asian

There are a total of 108 Asian subjects recorded on forms; 94% were male, 3% female and 3% unknown.

- **Outcome:** 56 (52%) were arrested, lower than the overall rate.
- **Injury:** Of the 14 subjects who received an injury 1 was Asian.

Impact Factors

- 21 (19%) link to alcohol, much lower than the whole cohort of 32%.
- 58 (54%) link to drugs, higher than the whole cohort at 46%.
- 9 (8%) have mental health concerns, lower than the whole cohort at 20%.
- 22 (20%) identify size, gender or build of the subject as an impact factor, lower than 32% for the whole cohort.
- 10 (9%) involved possession of a weapon, lower than the overall rate of 10%.

Tactics Used

- **Handcuffs:** 89% were handcuffed, higher than the whole cohort at 76%.
- **Taser:** Use recorded 2 times against Asian subjects.

3.3.4 Summary

- White individuals were more likely to be impacted by alcohol than other ethnic groups. They were also slightly more likely to be arrested than other groups
- Incidents involving black individuals were less likely to be affected by alcohol and more likely impacted by the subject's size/gender/build. They were more likely than other groups to be involved in incidents where taser was drawn.
- Use of force incidents involving Asian individuals were most likely to be impacted by drugs and less likely to be impacted by any other factors and they were more likely to be handcuffed than other groups.

3.4 Subject Gender

The subject's gender has been recorded on 90% of forms (n=701) continuing the improvement seen in recent quarters from previous levels around 80%, for those forms where the gender is known 94% are Male and 6% Female. Overall percentages are shown below;



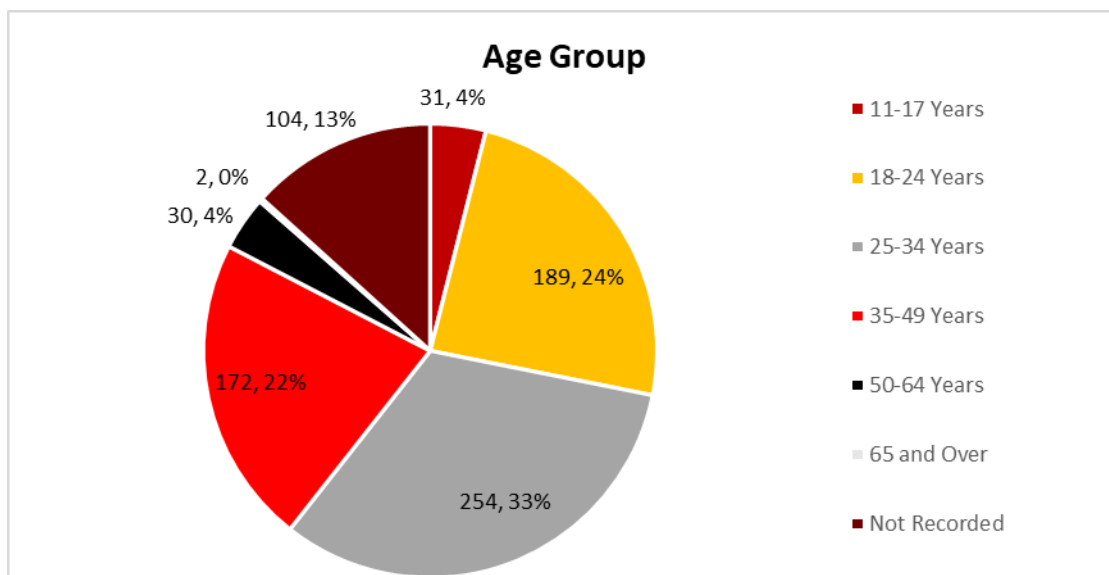
For those forms where gender has been recorded males are significantly overrepresented regarding UoF compared to females. They are 16 times more likely to have force used against them when compared to their prevalence in the wider population.

On the whole females were less compliant with use of force than men (38% to 53%) and were more likely to offer passive resistance than men, no women offered serious or aggravated resistance this quarter.

3.5 Subject Age

The age of subjects is not recorded on several forms (13%, n=104), 21 of these forms refer to Public Order where the details are not routinely recorded.

Force is used most frequently against those aged 15-34 years old (33%, n=254) and then 18-24 years old (24%, n=189).

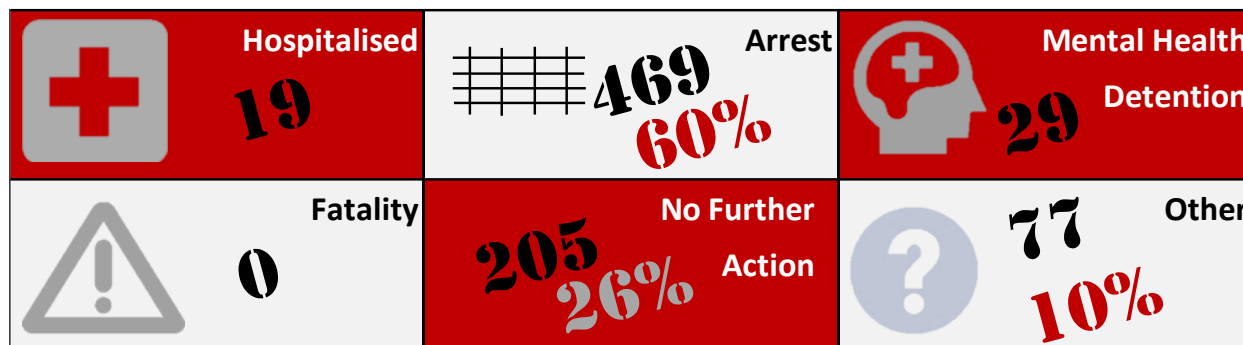


3.5.1 Children (Under 18)

Indicators in **RED** are those greater than the average for the whole cohort, while those in **YELLOW** are lower than average.

- There were 31 forms involving children – aged between 14 and 17, the majority were 17 years old (58%, n=18).
- There were five forms submitted in relation to 14 year olds involving 4 individuals – all male, 3 white and one black. In three cases the only force used was handcuffs but one individual who offered aggressive resistance was put in ground restraints and arrested.
- 27 forms involved a male juvenile and four involved females.
- The most stated impact factors were drugs (35%, n=11) or other (42% n=12). Children were less likely than the overall cohort to be impacted by all factors apart from **possession of weapon** which was involved in 16% of juvenile forms compared to 10% overall.
- There were no incidents involving taser used against juveniles this quarter.
- **87% handcuffed; 68% arrested**. Juveniles were both more likely to be handcuffed and more likely to be arrested than the whole cohort (76% and 60% respectively).

3.6 Outcomes



The majority (60%) of UoF result in an arrest of the subject.

This quarter there are 19 forms showing a hospitalisation outcome with two of these subjects receiving an injury in the course of the use of force whilst 1 was detained under the mental health act.

Use of the new outcome field of No Further Action have continued to increase this quarter, noted on just over a quarter of forms and outcomes classed as other have correspondingly decreased.

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Agenda Item 7

Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 8 September 2021 23 September 2021
Subject: Staff Survey 2020- update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3 & 8
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 60-21	For Information
Report author: Chief Inspector Luke Baldock / Chief Supt Rob Atkin MBE	

Summary

The 2020 Staff Survey results were broadly very positive, with improvements in almost all areas. These have been reported to the Force Senior Leadership Team (SLT) with a follow up briefing for key leads by Durham in April.

A report was submitted to your April 20th Police Authority Board (PAB) by way of an update. This report updates further on action taken since then and includes a draft Action Plan at Appendix 1.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Following on from a report to the PAB on 20th April (Pol 28-21 refers) which outlined the process and progress of the second staff survey held in 2020. A fuller briefing was received by the Force from Durham University in late April and this report is to update PAB on further progress. The 2020 survey followed on from the original survey in 2017 which acted as a benchmark. At the April PAB a Member queried whether it was the same set of respondents who took the 2020 survey as the 2017 survey. The Commissioner responded to say that the Survey was anonymised, so

it was not possible to deduce this. However, he was confident that it provided a good indication of how the workforce was feeling.

2017 Survey – 8 Commitments Final Update

In the 2017 Survey the focus groups led to a setting of 8 Commitments by the organisation to staff to deliver improvements against their main concerns. Some headline activity has included:

- **Career Development** – Talent Development Strategy was produced to recruit, develop and retain the best staff. A number of actions were taken such as help with application writing and promotion boards, mentoring and adoption of Innovation Brokers.
 - **Reward and Recognition** – The R&R policy was rewritten and new, streamlined forms were produced to enable staff to recommend their colleagues for recognition more easily. The new CityNet page is now also used to showcase good work with photographs, and a regular cascade is sent out by Corp Comms to highlight the best work of the week.
 - **Senior Leadership Visibility** – This area is not just about physical visibility, but a calendar of visibility was opened and held by staff office to drive activity. This would include visits, town hall briefings, virtual briefings, vlogs, intranet articles and the SLT tried to be visible in as many ways as possible
 - **Projects and Initiatives** – A fairer system of advertising opportunities around the Force was created so all staff are able to view and apply for things that interest them through a portal on CityNet which has created a more transparent process.
 - **Management Development** – The Force now has a well established Management Development plan with multiple modules along with refreshers to help managers across the organisation deliver the organisational vision and support/develop their staff.
 - **Building Inclusive Teams** – The Organisational Development Team along with the Wellbeing team have delivered a range of inputs to assist teams build more of a team ethos where individuals support each other. This has included random coffee breaks, where you are paired with a random individual for a coffee to get to know other people better. It is also planned to have a Team Development module as part of the management development programme.
 - **Wellbeing** – The Force has a new Wellbeing strategy to underpin this work, and the Wellbeing Network has delivered an excellent programme of engagement with things such as sleep clinics, heart health checks and many others supporting organisational Wellbeing. Occupational Health also support these efforts and provide practical assistance and support to staff and their supervisors. The Force is also adopting the Oskar Kilo framework alongside this.
 - **Autonomy** – This was mainly focussed around financial autonomy to procure and purchase kit when it is needed without bureaucracy. The rollout of purchase cards has been very well received and help teams get the kit they need.
2. It should be noted that **none of the above 8 Commitments** came back as being areas of focus in the 2020 survey which would indicate we have made good progress.

3. Just to re-cap from the April PAB report, the Force had a 42% participation rate in the 2020 Survey. This was lower than first survey which was 57%. However, Durham noted in their feedback that with the coronavirus pandemic, that all Forces had seen a reduction in survey take up, and that comparatively, CoLPs response rate was very good.

In addition to the above, the results were extremely positive, as per the tables below the Force has improved in nearly every assessment area, in some areas by a significant amount.

Measure	2017 (Average)	2020 (Average)	Trend
Vision Clarity	4.34	4.33	<u>n.s</u>
Perceived Organisational Support	4.18	4.47	++
Procedural Justice (Fairness)	3.42	3.70	++
Organisational Pride	5.02	5.03	<u>n.s</u>
Supportive Leadership	4.85	5.07	++
Public Service Motivation	5.63	5.78	+
Meaningfulness of Work	5.58	5.85	++
Ind – Code of Ethics Values Alignment	5.85	5.93	+

Scales 1 to 7, unless indicated.

n.s – not significant

Measure	2017 (Average)	2020 (Average)	Trend
Challenge Stressors (1-5 scale)	3.81	3.79	n.s
Hindrance Stressors (1-5 scale)	3.15	2.87	++
Uncertainty	4.95	4.55	+++
Felt Responsibility for Improvements	4.90	5.12	++
Confidence in Job Skills	5.56	5.72	+
Engagement	5.52	5.75	++
Job Satisfaction	4.82	5.34	+++

Scales 1 to 7, unless indicated.

Highlighted in Blue = Smaller number is better/improvement

In addition to the tables above, we have also improved in measures relating to all the focus areas set to us by Durham University in the last survey being:

- **Hindrance Stressors**
- **Procedural Justice**
- **Supportive and Ethical Leadership**
- **Autonomy**

The success in these areas is down to a range of factors, including improved IT, a more supportive management culture, and greater ability of staff and managers to procure and purchase their own kit with less bureaucracy.

This has left us with only two remaining focus areas from Durham, being:

- **Procedural Justice** – Despite the clear improvements this is an area that could do with continuing focus, based on the data around processes and procedures in the Force being run openly and fairly
- **Vision Clarity** – Giving staff a clearer and more concise version of the vision and values of the organisation that appeals more to front-line staff and officers

In addition to the above, the Force also set 8 Commitments to staff to work on as a result of the last survey with Action Plans tracking progress. As can be seen above, a lot of progress was made against these Commitments, and none of them have returned as areas of focus this time indicating we have made and consolidated our excellent progress.

Current Position

4. A series of focus groups have been held with the Directorates, supported by Organisational Development and the results are summarised below:

Focus Group Results

5. The Focus Group findings showed a good level of agreement with the improved results. Areas of real positive feedback included:

- **Supportive management culture** – staff feel their managers are supportive, rather than commanding and are willing to go the extra mile due to this. Things such as first name conventions (rather than Sir/Ma'am) in appropriate settings are broadly reported as positive in creating a supportive culture. This even included long in service officers who said they once didn't like this now realise it is creating a more inclusive culture.
- **IT Improvements** - Staff broadly report the new IT equipment has massively improved their efficiency and effectiveness.
- **Line Management** - Perceptions of Line Managers are generally very good, with staff feeling they are well looked after with regular team meetings and one to ones.
- **Working from home** - The Force has managed working from home during the pandemic very well, with staff feeling they are well managed despite the issues and that the new IT platforms have supported this very well. This reflects the data captured in the survey.
- **High Performance Expectations** - Staff are willing to accept high performance expectations due to the positive support they receive.

Expanding further on the data, there were some areas of focus raised, which closely mirror the information given to us by Durham, being:

- **Return to the Workplace Plan (post covid)** – A lot of anxiety seems to exist in this area. People are clearly now used to working from home and the benefits this provides. A return to the workplace in some form will become necessary, but how this is communicated and implemented will be hugely important.
- **Transform Programme** – As the programme starts to implement, the staff have raised that they don't always feel the changes are well communicated, and not in a timely way. They are also concerned that Transform may not address the silo culture with departments not always being as supportive as they could be in providing internal services. It would be difficult to assess if this is in fact the case until the new Target Operating Model has bedded in.
- **Vision Clarity** – Staff are feeling like they don't fully understand the Force's key mission and where it is going. Additionally, visible communications around the buildings outlining our priorities, mission, vision could be improved. Also raised was the point that we don't have a definitive organisational chart showing the Chief Officers and what they are responsible for (the MPS have something which shows a structure of areas of responsibility for their whole COT). However, this will be addressed once the implementation of Transform progresses.
- **Separation of Work and Home** – Working from Home and the greatly improved IT platforms have blurred the boundaries of work and home. Some individuals in certain areas are seeing poor sleep quality where people feel less able to get away from their work devices. There is a need for supervisors to lead the culture of not

constantly checking work devices when on rest days, leave or after a day at work and should be actively encouraging this separation and not compounding the issue by being seen to always be on e-mails themselves or sending e-mails at inappropriate times.

6. These findings were consistent across the groups. It has been agreed that the above areas of focus will form the main response to the survey.
7. In addition to the above focus groups, a dedicated focus group was run for under-represented staff and officers. The findings of this broadly mirrored the findings from the Directorate focus groups. However, some additional points raised included:
 - A sense that not all promotion or selection processes were fully transparent, and fair.
 - Sometimes Part or Flexi Time workers miss out on training or development opportunities due to the way courses are structured.
 - A feeling that more should be done to promote the work of the Staff Networks
 - Sometimes the line management response to the return to work plan has differed from what is being said corporately with some managers seemingly personally more keen to get their staff back to work more quickly, with the inconsistency causing concern.

This group was only held more recently, and the response is starting to be developed

Future Actions

8. There are further responses to this planned being:
 - Leads are to be appointed for each of the four focus areas identified in the focus groups
 - An Action Plan has been produced logging actions so far and future intended actions
 - The Leads will look to continue to progress and refine plans to deliver on the focus areas

Strategic implications – The Staff survey supports the ambitions of the City of London Police Corporate Plan and a number of the City of London Corporation’s Corporate Plan aims including:

City’s Corporate Plan

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.

Support a thriving economy

9. We have access to the skills and talent we need.

Financial implications- N/A

Resource implications- N/A

Legal implications- N/A

Risk implications- N/A

Equalities implications – This is not a proposal as such, but as explained above a separate workshop was completed to capture the thoughts of under-represented groups and over lay these with the results of the survey. All staff were invited to take the survey. In addition a separate Force Survey has been advertised for BAME employees to take part. The closing date for this was the 2nd of August and analysis from this survey is taking place and will be reported on in a future update.

Climate implications- N/A

Security implications- N/A

Conclusion

10. The focus areas for the 2020 survey are fewer in number, and much less far reaching than the 2017 survey. This shows that many of our “8 Commitments” from previous survey were hardly raised as concerns at all by the groups this time demonstrating we have made good progress. There is high confidence we have already made good inroads into the above and we will start the communications on this shortly.

Appendices

- Appendix 1 -Draft Action Plan

Background Papers

Pol 28-21 Staff Survey Update – April 20th PAB

Luke Baldock

Chief Inspector- City Silver

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Staff Survey - Action Plan

Action	Owner	Progress	Future Planned Actions	Dates for delivery of future actions	Status
Arrange date for Durham University to brief COT on the survey results	Luke Baldock	Input was delivered by Durham on 24th November, the results are broadly very positive with the Force improving in almost all areas. Two areas requiring focus according to the data are: 1.) Vision Clarity 2.) Prodedural justice Plans will be made to address these	N/A	N/A	Complete
Deliver briefing on the survey results to wider SLT	Luke Baldock	The staff survey findings were briefed to the wider SLT and other stakeholders by Luke Baldock on 24th February expanding on the data from Durham	N/A	N/A	Complete
Early comms piece to circulate the headline results and share the staff survey report	Corp Comms	The Staff Survey summary and report were detailed in two separate comms pieces, one with the full report attached in mid--April	N/A	N/A	Complete
Durham to deliver detailed breakdown to working group on Directorate level results	Luke Baldock	This was delivered to key stakeholders across the organisation including Directorate Leads, E&I managers, Corp Comms and other to ensure a good working knowledge and a deeper dive into the survey results	N/A	N/A	Complete
Ensure early progress briefings through PAB and SMB	Luke Baldock	Report was presented at April PAB with a "For Information" update on preliminary actions	N/A	N/A	Complete
Further comms briefing with detailed findings to staff including full report	Corp Comms	The staff survey findings were briefed to the wider SLT and other stakeholders by Luke Baldock in April expanding on the data from Durham	Hold focus groups to expand on the results and formulate organisational response	End of April 2021	Complete

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Hold focus groups with Directorates to expand on the findings	Luke Baldock	<p>All Directorates were invited to attend focus groups. These were informative and expanded upon the data in the survey. This has outlined the following areas of focus:</p> <p>1.) Ensure return to work plan following covid is effectively managed with communication central to success 2.) Transform - Ensure timely communication of upcoming changes, and a cultural focus on addressing continued perceptions of silo working 3.) Vision Clarity - Ensure the organisational vision is more clearly and concisely communicated. Consider an organisational management chart so staff can see who is responsible for which areas of the Force they lead (the MPS have been given as an example) 4.) Separation of Work and Home - With rollout of remote/virtual working this has been praised as a success of the Force, but also a concern it has blurred the lines between home and work which is concerning for some</p> <p>Additionally some real positives were identified which will be covered in the covering report to PAB</p>	<p>Update 7/8/21: Focus groups were held across the force 28th/29th April which identified the main areas of focus and concern. Leads have been assigned for the main areas identified in the staff survey - updates as below.</p>	ongoing	Ongoing
Hold dedicated Focus Group for under-represented staff after consultation with E&I and staff networks	Luke Baldock	Currently in planning phase	<p>Update 7/8/21: A dedicated survey looking at the working environment of Black, Asian & Minority ethnic staff closed on 11th August. The results are now being analysed, however 65% of all eligible respondents responded. This will be followed up with focus groups and bespoke contact with those that agreed to follow up. A further report and action plan will be produced which will be included in this action plan for follow up. A further report will be produced for PAB looking at these specific findings.</p>	end of sept 21	Ongoing
Formulate key focus areas from the Focus Groups and share with key stakeholders	Luke Baldock	<p>The focus areas have been put together as above. Update has been sent to Commissioner Dyson, further comms is required to wider organisation</p>	<p>Comms piece is required to share the findings: Update 7/8/21 communications have gone out on the intranet in respect of finding from the staff survey and next steps. Leads in the 4 themes areas will now continue to communicate with staff with specific updates and progress.</p>	Ongoing comms from key areas will continue as work progresses	Ongoing
Comms piece to raise awareness of Focus Group findings and identifying the areas of focus moving forwards	Luke Baldock	Requires action - will be arranged shortly	Awaits actioning	End of June 2021	Ongoing
Identify suitable leads for each area of focus to put plans into action	Luke Baldock	Complete leads assigned as below	Leads assigned for each area	Complete	complete

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NOT PROTECTIVELY MARKED

Share areas of focus with Directorate Heads to ensure management teams are working towards the areas of focus	Luke Baldock	These areas of focus have been shared with directorate heads and work now continues with plan owners	Shared with leads	End of June 2021	Ongoing
Update July PAB with progress and Action Plan updates	Commissioner Dyson	A summary report has been produced with the Action Plan now ready to update PAB at Sept meeting	Papers will be submitted to Hayley Williams to ensure delivery	Sep-21	Ongoing
Schedule comms piece on "You said, we did" for progress so far	Luke Baldock	Requires action - will be arranged shortly	Once the results and action plan from the BAME survey are received refreshed comms will go out across the force in respect of you said we did covering the 4 main areas from staff survey and BAME results (as many of the areas will have cross over).	end of sept - 21	Ongoing
Rolling Updates:					
Rolling updates for each focus area below:	Luke Baldock	The rolling logs below will map activity in force to address the focus areas.			
Return to Work Plan	All directorate leads	1.) Commissioner Dyson outlined the return to work plans clearly in a news article on 29th April. This has covered the phased approach and necessary line manager input with risk assessments for staff requiring them	A dedicated lead will be sourced for this area. The communication of the plan is essential, along with the plan being adaptable to ever changing circumstances. Most staff indicated an acceptance of the need to return but at the focus groups it was clearly an emotive issue and further plans are being considered. Update 7/8/21 There have been regularly updated corporate communications in respect of COVID and in particular return to work plans. Each directorate head has responsibility for engaging with their teams, undertaking risk assessments for those that need them and ensuring a phased return to the workplace dependent on role is in place. Communications with teams, ways of working and work environment to ensure continued safe working is being delivered throughout the force.	Ongoing	Ongoing

<p><u>Transform - Silo Culture and Communication of changes</u></p>	<p>Ch Supt Oliver Shaw</p>	<p>1.) The Transform team are working on a cultural transformation plan, the survey data is a key pillar of this and they have been contacted with the findings from the focus groups. Silo working is clearly something many staff is an area we still need to improve</p>	<p>This was raised multiple times, this Action Plan is still in the early stages but this will be factored in to the cultural transformation piece Update 12.8.21</p> <ul style="list-style-type: none"> •CoLP's recently approved Target Operating Model (TOM) drives a 'one-team' approach. The delivery of services within each new Business Group requires the input of others. This includes, for example, National Lead Force services which now depend on intelligence and proactive capabilities provided by Specialist Operations •As part of the TOM, CoLP's buildings estate being treated as a single resource - officers and police staff from different Business Groups will work side-by-side •CoLP's vehicle fleet will be pooled to improve availability and efficiency •The resourcing of force-wide operations (local and national) will involve the participation of officers and police staff from all Business Groups. This cultural shift will be aided by the creation of a new independent Resource and Operational Planning team 	<p>Ongoing</p>	<p>Ongoing</p>
<p><u>Vision Clarity</u></p>	<p>Stuart Phoenix</p>	<p>1.) This has been raised at SLT. This is an area we acknowledge we need to develop. Stuart Phoenix (Strategic Development) is looking at producing a "Plan on a Page" as part of the Policing Plan work in order to give greater clarity to staff on the mission, vision and values</p>	<p>Additional consideration will be given to production of an organisational management chart showing the details of Chief Officers and SLT with areas of responsibility. The MPS have something showing the Commissioner and the Deputy, Assistants etc with areas of responsibility. 7/8/21 update: Vision was articulated in the latest policing plan update more clearly and visibly; plan on a page has been created in respect of the policing plan and has been circulated to staff; New Policing Plan set for April 2022 where the vision / mission may be adapted, extensive staff & partner consultation will take place during the formation of the new plan</p>	<p>April 2022 launch of new policing plan</p>	<p>Ongoing</p>

<p><u>Work/Home Balance</u></p>	<p>Ch Supt Steve Heatley</p>	<p>1.) With the sudden and successful rollout of IT, staff have said with access to full systems and the increased working from home that it is sometimes difficult to switch off and they find themselves checking phones etc on days off. Line Managers will have to be aware of this, and ensure they are not asking staff to do tasks on days off. This will be a joint management and personal responsibility area but staff may need support in practical ways to disconnect.</p>	<p>Update 7/8/21: 1. The Force Wellbeing plan has 6 pillars, one being emotional wellbeing and another is mental wellbeing. Stress awareness workshops are being developed for staff covering these areas. 2. From September there will be inout on new officer and supervisor continuation training in respect of managing work life balance & how to make best use of mobile IT / deliniation of work v home life. 3. There are a number of interventions being delivered across force to assist staff deal and recognise with stress; including coffee mornings, workshops, use of welfare dogs . Practical ways for staff to make sure they are disconnecting to work when home will be covered in these sessions.</p>	<p>Ongoing action that will be picked up through a variety of well-being events and training inputs with supervisors and staff</p>	<p>Ongoing</p>
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Glossary – Allegation types (pre and post 1st Feb 2020 following changes to Police Conduct Regulations)

Old Allegation Types (pre Feb 2020)		
Organisational/Direction and Control	01	Operational policing policies
	02	Organisational decisions
	03	General policing standards
	04	Operational management decisions
Individual	A	Serious non-sexual assault
	B	Sexual assault
	C	Other assault
	D	Oppressive conduct or harassment
	E	Unlawful/unnecessary arrest or detention
	F	Discriminatory Behaviour
	G	Irregularity in evidence/perjury
	H	Corrupt practice
	J	Mishandling of property
	K	Breach Code A PACE
	L	Breach Code B PACE
	M	Breach Code C PACE
	N	Breach Code D PACE
	P	Breach Code E PACE
	Q	Lack of fairness and impartiality
	R	Multiple or unspecified breaches of PACE
	S	Other neglect or failure in duty
	T	Other irregularity in procedure
	U	Incivility, impoliteness and intolerance
	V	Traffic irregularity
W	Other	
X	Improper disclosure of information	
Y	Other sexual conduct	

CITY OF LONDON POLICE: OFFICIAL

New Allegation Types (post Feb 2020)		
Type Group	Type	Type Description
1	A1	Police action following contact
	A2	Decisions
	A3	Information
	A4	General level of service
2	B1	Stops, and stop and search
	B2	Searches of premises and seizure of property
	B3	Power to arrest and detain
	B4	Use of force
	B5	Detention in police custody
	B6	Bail, identification and interview procedures
	B7	Evidential procedures
	B8	Out of court disposals
	B9	Other policies and procedures
3	C1	Handling of or damage to property/premises
4	D1	Use of police systems
	D2	Disclosure of information
	D3	Handling of information
	D4	Accessing and handling of information from other sources
5	E1	Use of police vehicles
6	F1	Age
	F10	Other
	F2	Disability
	F3	Gender reassignment
	F4	Pregnancy and maternity
	F5	Marriage and civil partnership
	F6	Race
	F7	Religion or belief
	F8	Sex
F9	Sexual Orientation	
7	G1	Organisational corruption
	G2	Abuse of position for sexual purpose
	G3	Abuse of position for the purpose of pursuing an inappropriate emotional relationship
	G4	Abuse of position for financial purpose
	G5	Obstruction of justice
	G6	Abuse of position for other purpose
8	H1	Impolite language/tone
	H2	Impolite and intolerant actions
	H3	Unprofessional attitude and disrespect
	H4	Lack of fairness and impartiality
	H5	Overbearing or harassing behaviours
9	J1	Sexual assault
	J2	Sexual harassment
	J3	Other sexual conduct
10	K1	Discreditable conduct
11	L1	Other

Annex A: glossary of terms

Allegation: An allegation may concern the conduct of a person or persons serving with the police or the direction and control of a Police force. It is made by someone defined as a complainant under the Police Reform Act 2002 (see 'complainant' below). An allegation may be made by one or more complainants. A complaint case may contain one or many allegations. For example, a person may allege that they were pushed by an officer and that the officer was rude to them. This would be recorded as two separate allegations forming one complaint case. An allegation is recorded against an allegation category.

Chief officer: 'Chief officer' is a collective term that refers to the heads of police forces (chief constables for all forces except the Metropolitan Police and City of London Police, which are each headed by a commissioner).

Complainants: Under the Police Reform Act 2002, a complaint may be made by:

- a member of the public who claims that the conduct took place in relation to them
- a member of the public who claims they have been 'adversely affected' by the conduct, even though it did not take place in relation to them
- a member of the public who claims to have witnessed the conduct
- a person acting on behalf of someone who falls within any of the three categories above. This person would be classed as an 'agent' or 'representative' and must have the written permission of the complainant to act on their behalf. A person is 'adversely affected' if they suffer distress or inconvenience, loss or damage, or are put in danger or at risk by the conduct complained of. This might apply, for example, to other people present at the incident, or to the parent of a child or young person, or a

friend of the person directly affected. It does not include someone distressed by watching an incident on television.

A 'witness' is defined as someone who gained their knowledge of that conduct in a way that would make them a competent witness capable of giving admissible evidence of that conduct in criminal proceedings or has anything in their possession or control that would be admissible evidence in criminal proceedings.

One complaint case can have multiple complainants attached to it and one individual can make more than one complaint within the reporting year.

Subjects: Under the Police Reform Act 2002 (PRA 2002), complaints can be made about persons serving with the police as follows:

- Police officers of any rank
- Police staff, including community support officers and traffic wardens
- Special Constables

Complaints can also be made about contracted staff who are designated under section 39 of the PRA 2002 as a detention officer or escort officer by a chief officer.

Complaint case: A single complaint case may have one or more allegations attached to it, made by one or more complainants, against one or more persons serving with the police.

Direction and control: The IOPC considers the term 'direction and control' to mean general decisions about how a force is run, as opposed to the day-to-day decisions or actions of persons serving with the police, which affect individual members of the public – including those that affect more than one individual.

Disapplication: Disapplication only applies to allegations linked to complaint cases received on or after 22 November 2012.

A full list of the allegation categories available and their definitions can be found in the IOPC's Guidance on the recording of complaints. There are certain circumstances in which a complaint that has been recorded by a police force does not have to be dealt with under the Police Reform Act 2002 (PRA 2002). For allegations linked to complaint cases received on or after 22 November 2012, this is called disapplication. It can only happen if certain circumstances apply:

- If more than 12 months have passed between the incident, or the latest incident, giving rise to the complaint and the making of the complaint and either no good reason for the delay has been shown or injustice would be likely to be caused by the delay.
- If the matter is already subject of a complaint made by or on behalf of the same complainant.
- If the complainant discloses neither their name and address nor that of any other interested person and it is not reasonably practicable to ascertain these.
- If the complaint is repetitious.
- If the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints.
- If it is not reasonably practicable to complete the investigation or any other procedures under the PRA 2002.

If the complaint was not required to be referred to the IOPC, the police force can carry out a disapplication. If the complaint was referred to the IOPC and the IOPC has either referred the complaint back to the force or determined the form of investigation, the force must apply to the IOPC for permission to carry out the disapplication.

Disapplication appeal: An appeal may be made to the relevant appeal body against the decision to disapply the requirements of the Police Reform Act 2002. There is no right of appeal where the complaint subject to the disapplication relates to direction and control or where the IOPC has given permission for the disapplication.

Discontinuance: A discontinuance ends an ongoing investigation into a complaint. It can only occur if certain circumstances apply:

- If a complainant refuses to co-operate to the extent it is not reasonably practicable to continue with the investigation.
- If the force decides the complaint is suitable for local resolution.
- If the complaint is repetitious.
- If the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints.
- If it is not reasonably practicable to proceed with the investigation.

If the complaint was not required to be referred to the IOPC, the police force can discontinue a local investigation; otherwise, they must apply to the IOPC for permission to discontinue the investigation. In the case of a supervised investigation, the police force has to apply to the IOPC for permission to discontinue the investigation.

Discontinuance appeal: An appeal may be made to the relevant appeal body against the decision by a police force to discontinue the investigation into a complaint. There is no right of appeal where the complaint subject of the investigation discontinued relates to direction and control, where the IOPC has given permission for the discontinuance or if the discontinuance is carried out by the IOPC in relation to a supervised investigation.

Invalid appeals: There are a number of reasons why an appeal may be judged to be invalid. These are:

- If the appeal is not complete. An appeal must be in writing and contain certain information such as the details of the complaint, the name of the police force whose decision is subject of the appeal and the grounds of appeal, although the relevant appeal body may still consider an appeal even if it does not consider the appeal complete.
- If there is no right of appeal. Only a complainant or someone acting on his or her behalf can make an appeal. If anyone else tries to, the appeal is invalid. An appeal must also follow a final decision in relation to a complaint from the force (or, in the case of non-recording where no decision has been made, at least 15 working days must have passed between the complainant making their complaint and submitting an appeal against the non-recording of that complaint).
- If the appeal is made more than 28 days after the date of the letter from the Police force giving notification of the decision (which is capable of appeal) to the complainant and there are no special circumstances to justify the delay. The right of appeal in relation to direction and control complaints is limited, as noted in the definition for each appeal type above; full details can be found in the IOPC's Statutory guidance.

Dispensation: Dispensation only applies to allegations linked to complaint cases received before 22 November 2012.

There are certain circumstances in which a complaint that has been recorded by a police force does not have to be dealt under the Police Reform Act 2002 (PRA 2002). For allegations linked to complaint cases received before 22 November 2012, this is called dispensation. It can only happen if certain circumstances apply:

- If more than 12 months have passed between the incident, or the latest

incident, giving rise to the complaint and the making of the complaint and either no good reason for the delay has been shown or injustice would be likely to be caused by the delay.

- If the matter is already subject of a complaint made by the same complainant.
- If the complainant discloses neither their name and address nor that of any other interested person and it is not reasonably practicable to ascertain these.
- If the complaint is repetitious.
- If the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints.
- If it is not reasonably practicable to investigate the complaint.

Gross Misconduct: A breach of the Standards of Professional Behaviour so serious that dismissal would be justified

Investigation: If a complaint is not suitable for local resolution, it must be investigated. This involves the appointment of an investigating officer who will investigate the complaint and produce a report detailing the findings about each allegation and any action to be taken as a result of the investigation. There are two different types of investigation referred to in the report:

- Local investigations: Are carried out entirely by the police. Complainants have a right of appeal to the relevant appeal body following a local investigation.
- Supervised investigations: Are carried out by the police under their own direction and control. The IOPC sets out what the investigation should look at (which is referred to as the investigation's 'terms of reference') and will receive the investigation report when it is complete. Complainants have a right of appeal

to the IOPC following a supervised investigation.

Investigation appeal: This applies to all complaints investigated by the police force itself or where the investigation has been supervised by the IOPC. The complainant may appeal to the relevant appeal body on a number of grounds in relation to the investigation, which are set out in the 'findings' section of the report. There is no right of appeal in relation to the investigation of a direction and control complaint.

Investigation outcomes:

- **Unsubstantiated / Substantiated:** These are the outcomes of allegations that have been judged solely in terms of whether evidence of misconduct was found. This outcome will only apply to allegations linked to complaint cases recorded before 1 April 2010. As time progresses there will be fewer allegations with these outcomes.

- **Not upheld / Upheld:** As of 1 April 2010, police forces are expected to also record whether a complaint is upheld or not upheld. A complaint will be upheld if the service or conduct complained about does not reach the standard a reasonable person could expect. This means that the outcome is not solely linked to proving misconduct.

Local Resolution: For less serious complaints, such as rudeness or incivility, the complaint may be dealt with by local resolution. Local resolution is a flexible process that can be adapted to the needs of the complainant. A local police supervisor deals with the complaint, which might involve providing an explanation or information; an apology on behalf of the force; providing a written explanation of the circumstances and any action taken; or resolving the complaint over the counter or by telephone.

Local Resolution appeal: Complainants are entitled to appeal to the relevant appeal body against the outcome of a local resolution.

There is no right of appeal where the complaint locally resolved relates to direction and control.

Management Action: A way to deal with issues of misconduct other than by formal action. They can include improvement plans agreed with officers involved.

Misconduct: A breach of the Standards of Professional Behaviour

Misconduct Hearing: A type of formal misconduct proceeding for cases where there is a case to answer in respect of gross misconduct or where the police officer has a live final written warning and there is a case to answer in the case of a further act of misconduct. The maximum outcome at a Misconduct Hearing would be dismissal from the Police Service.

Misconduct Meeting: A type of formal misconduct proceeding for cases where there is a case to answer in respect of misconduct, and where the maximum outcome would be a final written warning.

Non-recording appeal: Under the Police Reform Act 2002, the police have a duty to record all complaints about the conduct of a serving member of the police or the direction and control of a police force.

Complainants have the right to appeal to the IOPC in relation to the non-recording of their complaint on a number of grounds. These are set out in the 'findings' section of the report. The appeal right in relation to direction and control complaints is limited; full details can be found in the IOPC's Statutory Guidance.

Sub judice: After recording a complaint, the investigation or other procedure for dealing with the complaint may be suspended because the matter is considered to be sub judice. This is when continuing the investigation / other procedure would

prejudice a criminal investigation or criminal Proceedings. There are a number of factors Police forces should consider when deciding whether a suspension is appropriate. The complainant must be notified in writing when the investigation / other procedure into their complaint is suspended and provided with an explanation for the decision. A complainant has the right to ask the IOPC to review that decision.

Unsatisfactory Performance Procedures

(UPP): Procedures which are available to deal with performance and attendance issues.

They are not, as such, dealt with by Professional Standards, but by the Force's Human Resources Department.

Withdrawn: A complainant may decide to withdraw one or more allegations in their complaint or that they wish no further action to be taken in relation to their allegation/ complaint. In this case, no further action may be taken with regard to the allegation/ complaint.

Police Terminology

AA: Appropriate Authority

ANPR: Automatic Number Plate Recognition

ATOC: (Association of Train Operating Companies) agreements.

To be authorised to travel within the ATOC agreement warranted officers must sign to join the scheme and an agreed amount is taken from their wages at source. When they begin working at CoLP officers are provided with a warrant card which previously permitted travel on the over ground trains within a specific region in the south east of the UK. As long as the warrant card did not have the words 'Not for Travel' across it officers were considered to be in the ATOC agreement. This has since changed and officers now receive a Rail Travel card to be shown alongside their warrant card to confirm they are in the agreement.

Other forces have similar schemes including Essex Police who issues their officers in the

agreement with a travel card. This has to be shown with a warrant card. With both CoLP and Essex Police when officers leave the force they are required to hand back both their warrant and travel cards. If they are transferring forces and required to travel by train the expectation would be that they would buy a train ticket on their first day before their new warrant card and now travel card are issued.

BWV: Body Worn Video

CAD: Computer Aided Dispatch

CCJ: County Court Judgement

DPS: Directorate Professional Standards (Metropolitan Police Service)

DSI: Death or Serious Injury

ECD: Economic Crime Directorate

FI: Financial Investigator

HCP: Health Care Professionals

I&I: Intelligence and Information Directorate

IOPC: Independent Office of Police Conduct

MIT: Major Investigation Team

MPS: Metropolitan Police Service

NFA: No Further Action

NUT: National Union of Teachers

PCO: Public Carriage Office

PHV: Private Hire Vehicle

PMS: Property Management System

PNC: Police National Computer

POCA: Proceeds of Crime Act

SAR: Subject Access Request

SAR: Suspicious Activity Report

SIO: Senior Investigating Officer

SOP: Standard Operating Procedure

STOT: Safer Transport Operations Team

TFG: Tactical Firearms Group

TfL: Transport for London

TPH: Taxi and Private Hire

UNIFI: City of London Crime and Intelligence
Database

UPD: Unformed Policing Directorate

IC Codes:

IC1 – White – North European

IC2 – Dark European

IC3 – Black

IC4 – (South) Asian

IC5 – Chinese, Japanese, or other South-East
Asian

IC6 – Arabic or North African

IC9 – Unknown

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