



City of London Police Authority Board

Date: THURSDAY, 28 APRIL 2022
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Caroline Addy
Munsur Ali
Nicholas Bensted-Smith
Deputy Keith Bottomley
Alderman Timothy Hailes
Deputy Graham Packham
Deputy James Thomson
Dawn Wright
Andrew Lentin (External Member)
Sir Craig Mackey (External Member)

MEMBERSHIP IS SUBJECT TO ELECTIONS AT THE COURT OF COMMON COUNCIL ON 21 APRIL 2022.

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

Accessing the virtual public meeting

Members of the public can observe this public meeting at the below link:

<https://youtu.be/Z-Wd82kYHaE>

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.

Lunch will be served in Guildhall Club at 1PM

John Barradell
Town Clerk and Chief Executive

AGENDA

NB: Certain matters for information have been marked * and will be taken without discussion, unless a Member indicates that they have questions or comments prior to the start of the meeting. These information items have been collated in a supplementary agenda pack and circulated separately.

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**
To approve the public minutes and non-public summary of the meeting held on 16 February 2022.

For Decision
(Pages 7 - 12)

4. **CHAIR'S PUBLIC UPDATE**
The Chair to be heard.

For Information
(Verbal Report)

5. **OUTSTANDING REFERENCES***
Joint report of the Town Clerk and Commissioner.

For Information

6. **COMMISSIONER'S UPDATE**
Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

 - a) **National Lead Force**

For Information
(Verbal Report)

 - b) **Local Policing**

For Information
(Verbal Report)

7. **SUBJECT: COMMUNITY SAFETY AND CRIME REDUCTION**
Report of the Interim Director of the Police Authority.

For Decision
(Pages 13 - 20)

8. **COMMITTEE MINUTES***
To receive the draft public minutes and non-public summaries of the following
Committee meetings:-

- a) **Resource Risk and Estates Committee - 4 February 2022**

- b) **Professional Standards and Integrity Committee - 18 February 2022**

- c) **Strategic Planning and Performance Committee - 7 February 2022**

- d) **Economic and Cyber Crime Committee - 14 February 2022**

9. **CITY OF LONDON POLICE STAFF SURVEY - FUTURE APPROACH**
Report of the Commissioner.

For Information
(Pages 21 - 26)

10. **REPORT OF ACTION TAKEN BETWEEN MEETINGS***
Report of the Town Clerk.

For Information

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

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

13. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

14. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 16 February 2022.

For Decision
(Pages 27 - 30)

15. **NON-PUBLIC OUTSTANDING REFERENCES***

Joint Report of the Town Clerk and Commissioner.

For Information

16. **NON-PUBLIC COMMITTEE MINUTES***

To receive the draft public non-public minutes of the following Committee meetings:-

For Information

a) **Resource Risk and Estates - 4 February 2022**

b) **Professional Standards and Integrity Committee - 18 February 2022**

c) **Economic and Cyber Crime Committee - 14 February 2022**

17. **CHAIR'S NON-PUBLIC UPDATE**

The Chair to be heard.

For Information
(Verbal Report)

18. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

a) **National Lead Force**

Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

b) **Local Policing**

For Information
(Verbal Report)

19. **CORPORATE CHARITIES REVIEW RECOMMENDATIONS FOR THE CITY OF LONDON POLICE WIDOWS AND ORPHANS FUND (208175) AND THE VICKERS DUNFEE MEMORIAL BENEVOLENT FUND (238878)**

Report of the Managing Director of Bridge House Estates.

For Information
(Pages 31 - 36)

20. **REPORT OF ACTION TAKEN BETWEEN MEETINGS***

Report of the Town Clerk.

For Information

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

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

Part 3 - Confidential Agenda (circulated separately)

23. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE POLICE AUTHORITY TEAM**
Report of the Interim Director of the Police Authority.

For Decision

CITY OF LONDON POLICE AUTHORITY BOARD Wednesday, 16 February 2022

Minutes of the meeting of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 16 February 2022 at 10.00 am

Present

Members:

Deputy James Thomson (Chair)
Caroline Addy
Munsur Ali
Douglas Barrow
Nicholas Bensted-Smith
Deputy Keith Bottomley
Deputy Graham Packham
Dawn Wright
Andrew Lentin (External Member)
Deborah Oliver (External Member)

Officers:

Simon Latham	- Director, Police Authority
Alix Newbold	- Interim Director of the Police Authority
Polly Dunn	- Town Clerk's Department
Caroline Al-Beyerty	- The Chamberlain
Alistair Cook	- Head of Police Authority Finance
Paul Chadha	- Comptroller & City Solicitor's Department

City of London Police:

Angela McLaren	- Commissioner, City of London Police
Paul Betts	- Assistant Commissioner
Pete O'Doherty	- Assistant Commissioner
Clinton Blackburn	- City of London Police
Chris Bell	- City of London Police
Rob Atkin	- City of London Police
Rebecca Riggs	- City of London Police
Phil Pettit	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Tijs Broeke, Alderman Professor Emma Edhem, Alderman Tim Hailes.

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 and non-public summary of the meeting held on 27 January 2022, be approved as an accurate record.

4. **OUTSTANDING REFERENCES**

Members received a report of the Town Clerk and Commissioner regarding the Board's outstanding actions.

The Chair requested delivery dates for items.

RESOLVED, that the report be noted.

5. **CHAIR'S PUBLIC UPDATE**

Members received a verbal update from the Chair.

6. **COMMISSIONER'S UPDATE**

Members received a verbal update of the Commissioner,

The Board was informed that two new Commanders had been appointed. Thanks were issued to Temporary Commanders David Evans and Clinton Blackburn for their work over recent years, during a particularly difficult period for the Force.

a) National Lead Force Update

Members received a verbal update of the Assistant Commissioner on National Lead Force.

A Member commented on a visit they had made to the South East Resilience Centre, and commended the work. Members asked if contact details for the Centres could be shared **(2/2022/P)**.

b) Local Policing Update

Members received a verbal update from the Assistant Commissioner regarding Local Policing.

Members requested to take item 8, update on Violence Against Women and Girls at this point of the meeting.

7. **UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) ACTIVITY***

Members received a report of the Commissioner regarding an update on the Force's work to tackle violence against women and girls.

The Commissioner committed to addressing concerns raised over the use of language at a recent cluster panel meeting..

RESOLVED, that the report be noted.

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE***

Members received a report of the Commissioner regarding the Quarterly Community Engagement Update.

Clarification was sought on the nature of the competition and award won by the Force, referred to within the report **(3/2022/P)**.

The Ask Angela Campaign was to be rolled out to as many licensed premises as possible, with Local Sector Police Officers and Licensing Officers to monitor where it had been adopted and instances of its use.

The output of cluster panels, and commitments made to attendees, was to be circulated to Members for information **(4/2022/P)**.

The pilot with Amazon was keenly discussed by Members, who sought an update once it had been delivered **(5/2022/P)**.

RESOLVED, that the report be noted.

9. **Q3 REVENUE AND CAPITAL BUDGET MONITORING 2021/22***

Members received a report of the Commissioner regarding the Quarter 3 Revenue and Capital Budget monitoring for 2021/22.

At this stage, Members moved to consider item 19 (City of London Police Revenue and Capital Budget 2022/23) whilst in public session. They proceeded to consider it alongside item 9.

The Chamberlain explained what had been provided for within the report. This included the Home Office settlement and precept, the BRP increase and funding for Cyber Griffin. Officers also touched upon the Home Office grant for the three year uplift target.

The accommodation budget was tight – and was reliant upon a successful appeal of the New Street business rates.

Court was still to approve the BRP uplift.

The Chair highlighted the need for an effective workforce plan.

Inflation was identified as one of the largest risks. It had been accounted for within the figures but if there was an increase in excess of what was planned, there would be significant implications to the MTFP.

A natural vacancy factor of 40 was used as a model to recognise the financial implications in budgetary terms.

Some cost mitigations (e.g. £1mil of non-pay related professional fees) were unsustainable for 2022/23.

RESOLVED, that the report be noted.

10. **COLP REVENUE AND CAPITAL BUDGET 2022/23***

This report was moved to public session as its contents did not include material that justified its consideration whilst the public were excluded.

Members considered a report of the Commissioner regarding the City of London Police Revenue and Capital Budget 2022/23 alongside item 9 (Q3 budget monitoring).

RESOLVED, that Members approve the 2022/23 Revenue Budget and that the indicative 2022 to 2025 Capital Programme, be noted with a view to the Capital Programme being presented to the May PAB for approval.

11. **POLICE AUTHORITY BUSINESS PLAN**

Members received a report of the Director of the Police Authority regarding the business plan.

RESOLVED, that the report be noted.

12. **POLICE AUTHORITY RISK REGISTER**

Members received a report of the Police Authority Director regarding the Police Authority Risk Register.

RESOLVED, that the report be noted.

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

There were no questions.

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

There were two items of urgent business.

a) Policing Plan

Members considered a report of the Commissioner regarding the final draft of the Policing plan.

It was hoped that the document would be used as widely and deeply as possible internally, around the City, and with new Members.

Previous feedback concerning the photos used within the plan appeared to have been taken on.

Some tweaks were still needed before publication and as such a delegated authority was sought and granted.

RESOLVED – that delegated authority be granted to the Town Clerk to approve the final Policing Plan for publication.

b) Douglas Barrow

Mr Barrow was due to retire from the Court in March. As it was his last Board meeting, he wished to take the opportunity to formally thank his colleagues, the Force and Authority.

15. **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 on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

16. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 27 January 2022, be approved as an accurate record.

17. **NON-PUBLIC OUTSTANDING REFERENCES**

Members received a report of the Town Clerk and Commissioner regarding the Board's outstanding actions.

18. **CHAIR'S NON-PUBLIC UPDATE**

Members received a verbal update from the Chair.

19. **COMMISSIONER'S UPDATES**

Members received a verbal update from the Commissioner.

a) National Lead Force

Members received a verbal update from the Assistant Commissioner.

b) Local Policing Update

There was no further non-public update.

20. **GW6: RING OF STEEL COMPLIANCE AND STABILISATION**

Members considered a report of the Commissioner regarding the Gateway 6: Ring of Steel Compliance and Stabilisation.

21. **GW2: COMMAND AND CONTROL- REQUEST FOR DELEGATED AUTHORITY**

This item was withdrawn.

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

There were no questions.

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

There were three items of urgent business, Gateway 2 reports on Forensic Network; Forensic Storage; and National Identity Access Management.

24. TARGET OPERATING MODEL UPDATE

Members received a report of the Police Authority Director regarding the Target Operating Model.

The meeting ended at 12.00 pm

Chairman

**Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk**

Committee: Police Authority Board	Dated: 28/04/2022
Subject: Community safety and crime reduction	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,10, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
Report of: Interim Director of Police Authority	For decision
Report author: Alix Newbold	

SUMMARY

This report provides information on key internal and external developments within the community safety landscape including:

- A review of the community safety team and refresh of the Safer City Partnership
- A new serious violence duty on public bodies through the Police, Crime, Sentencing and Courts Bill
- The publication of the Police & Crime Commissioner (PCC) Review Part 2 Recommendations which are aimed at strengthening crime responsibilities and public accountability of PCCs

Recommendation(s)

It is recommended that members:

- Agree the process for allocating 10% of proceeds of crime recovered by City of London Police under the Asset Recovery Incentivisation Scheme to the Safer City Partnership should be reviewed
- Consider options to suspend or cap the provision of proceeds of crime funding to the Safer City Partnership during the review
- Agree the Safer City Partnership is the appropriate multi-agency mechanism for the new serious violence duty, subject to agreement by the Safer City Partnership
- Note the recommendations of the PCC Review

MAIN REPORT

BACKGROUND

1. The Policing Protocol 2011 sets out the responsibilities of police and crime commissioners and chief constables. The City of London Police Authority is not legally required to abide by this protocol but has committed to work to its principles. Under the Policing Protocol, in addition to policing PCCs are responsible for delivery of community safety and crime reduction, and community safety partnerships. In the City, these community safety and crime responsibilities are primarily managed through the Safer City Partnership.
2. The Crime and Disorder Act 1998 requires responsible authorities in a local government area to work together to formulate and implement strategies to tackle local crime and disorder in the area. Within the City, this is known as the Safer City Partnership, and includes the police and police authority among others. The partnership is facilitated by the community safety team within Community and Children's Services (CCS) and oversight is provided by the Crime & Disorder Scrutiny Committee.
3. Recognising the role the Safer City Partnership has in reducing demand on policing, it was agreed by the police authority that 10% of the proceeds of crime recovered by City of London Police under the Asset Recovery Incentivisation Scheme (ARIS) would be allocated to the Safer City Partnership for crime reduction initiatives. The agreement did not consider how major fluctuations in funding would be managed and the role of the police authority in overseeing the use of the funding is undeveloped.

CURRENT POSITION

4. There are a number of internal and external factors underway that are influencing approaches to managing crime and disorder reduction.

Safer City Partnership Review

5. CCS has commissioned an external review to refresh the Safer City Partnership strategy and the role of the community safety team. The aim of the review is to ensure the community safety functions in the City deliver against statutory functions, add value and contribute effectively to the management of crime and disorder. The review will include a refresh of the strategy and proposals for revised structures to improve oversight and delivery of community safety and crime reduction. This work is due to conclude in July.

Police, Crime, Sentencing and Courts Bill

6. This Bill, which will shortly receive royal assent, brings forward a new serious violence duty on public bodies to ensure relevant services work together to share data and knowledge and target their interventions to prevent serious violence. It will amend the Crime and Disorder Act to ensure serious violence is an explicit priority for community safety partnerships requiring them to have a strategy in place to tackle violent crime.

Police and Crime Commissioner Review Part 2

7. Part Two of the PCC Review seeks to strengthen the ability of PCCs to work across the criminal justice system to cut crime, drugs misuse and antisocial behaviour, whilst continuing to strengthen their accountability to the public.
8. The recommendations are set out in the Annex and aimed at:
 - a. **creating greater involvement by PCCs in the management of offenders to improve how PCCs and the Probation Service work together** including legislation for a new reciprocal duty for PCCs and Regional Probation Directors to consult one another when developing priorities for their Policing and Crime Plans and Regional Reducing Reoffending Plans
 - b. **giving PCCs the levers to bring together criminal justice partners to tackle crime and anti-social behaviour** including proposals for a review of community safety partnerships to improve transparency, accountability and effectiveness, and consideration of a new duty for community safety partnerships to report on local anti-social behaviour strategy and delivery to PCCs
 - c. **helping PCCs work with their local communities to foster greater public confidence in the police** including establishing what enables PCCs to build public confidence and engage communities
 - d. **overcoming barriers to data sharing** between PCCs and criminal justice agencies so they can tackle local issues collectively and PCCs can more effectively assess the performance of their force

RECOMMENDATIONS

9. It is recommended the process for allocating 10% of ARIS funds to the Safer City Partnership is reviewed to avoid significant variations in funding levels, and processes are put in place to enable the police authority to have a greater role in decisions on how funding is used to ensure value for money and alignment with its strategic priorities.
10. While the review is taking place, it is recommended that members agree one of the two options below:
 - a. to temporarily suspend the allocation of ARIS funds to the Safer City Partnership until the process has been reviewed and its new strategy and implementation plan has been completed; or
 - b. to cap the allocation of ARIS funds to the Safer City Partnership at average levels which is in the region of £50k per annum.
11. It is recommended the police authority agree the Safer City Partnership is the appropriate multi-agency mechanism for the new serious violence duty, subject to agreement by the Safer City Partnership.

12. It is recommended the police authority note the recommendations of the PCC review.

CONCLUSION

13. This report provides an overview of activity across the community safety landscape and proposed enhancements to the ability of PCCs to work across the criminal justice system to tackle crime in their area and be accountable to the public.

APPENDICES

PCC Review Part 2 Recommendations

Annex A – Police and Crime Commissioner Review (PCC) Review Part Two: Recommendations

Part Two of the PCC Review provided an opportunity to ensure that PCCs have the ability to work across the Criminal Justice System to cut crime, drugs misuse and antisocial behaviour, whilst continuing to strengthen their accountability to the public. The full list of the recommendations from Part Two is below. Any recommendations that require primary legislation will be implemented when parliamentary time allows.

Offender Management

We want to see greater PCC involvement in the management of offenders and to improve how PCCs and the Probation Service work together, given their shared priorities. The Home Office will therefore:

- Legislate to introduce a new reciprocal duty for PCCs and Regional Probation Directors to consult one another when developing priorities for their Policing and Crime Plans and Regional Reducing Reoffending Plans respectively, and to introduce a duty for them to collaborate, where appropriate.
- Work with the Association of Police and Crime Commissioners (APCC) and Her Majesty's Prison and Probation Service (HMPPS) to develop guidance on the co-commissioning of services by Regional Probation Directors and PCCs.
- Encourage HMPPS and the APCC develop a memorandum of understanding on the relevant data to support the reduction of reoffending, to provide confidence in local data sharing.
- Work with the Ministry of Justice and HMPPS to produce guidance on the PCC role in unpaid work, including how they work with Community Safety Partnerships (CSPs) to canvass community views on opportunities for unpaid work. This builds on the new statutory duty being placed on the Probation Service through the Police, Crime, Sentencing and Courts Bill to consult PCCs when designing and delivering unpaid work schemes.

Crime and Justice Partnerships

We want to give PCCs the levers to bring together criminal justice partners to effectively tackle crime, antisocial behaviour (ASB) and drugs misuse. Therefore, the Home Office will:

- Work with the Ministry of Justice and other criminal justice partners that sit on Local Criminal Justice Boards (LCJBs) to develop options for legislation to put these boards on a statutory footing. This will include defining the role of the PCC as Chair and setting out the expected membership (including the Crown Prosecution Service, Her Majesty's Courts and Tribunals Service and the Probation Service). We will do this in a way which fully respects and recognises the independence of these partners. To underpin this, the Home Office will work with the Ministry of Justice to strengthen supporting guidance on LCJBs.
- Update the existing Violence Reduction Unit (VRU) guidance to provide greater clarity on the role of the PCC within the VRU, including the role they should play in chairing the VRU governance board and providing strategic direction. This

guidance should also recommend the identification of a dedicated VRU liaison officer within the office of the PCC.

- Consider moving away from one-year funding cycles for VRU towards multi-year funding following the 2022/23 Spending Review. Longer-term funding certainty could allow greater development of preventative strategies and instill greater confidence in partners around the longevity of VRUs.
- Undertake a full review of CSPs to initially improve their transparency, accountability, and effectiveness, before assessing their position within the wider landscape of local partnerships across England and Wales.
- Through the review of CSPs, consider introducing a new duty for CSPs to report on local ASB strategy and delivery to PCCs and legislating to set out the PCC role in the ASB Community Trigger process.
- Amend the core PCC guidance (in development following Part One of the Review) and share existing good practice to help PCCs understand how they can leverage strong local partnerships to tackle drug misuse and supply, in conjunction with the APCC and National Police Chiefs' Council.
- Clarify the existing legislation on PCC representation on local government committees, in order to facilitate greater collaboration between PCCs, local government leaders (including combined authority mayors) and Local Enterprise Partnerships. To support this, the Home Office will develop guidance to help facilitate closer engagement between PCCs and those charged with responsibility for economic regeneration within the core PCC guidance.

Public Confidence

We want to help PCCs to work with their local communities to foster greater public confidence in the police. The Home Office will:

- Encourage the College of Policing to work with the APCC to assess what enables PCCs to build public confidence and engage communities, highlighting what works, and include this evidence within the 'what works' compendium (a recommendation from Part One of the PCC Review).
- Amend the core PCC Guidance to reflect the PCC role in securing and maintaining public confidence in policing and tackling crime and anti-social behaviour. The guidance will outline the importance of, and provide advice on, the PCC's role in holding the Chief Constable to account for their responsibility to understand and act to build public confidence. We will also set out how PCCs should reach out and engage diverse communities across their local area, in order to help close the confidence gap.

Data

Data sharing between PCCs and criminal justice agencies can be difficult and inconsistent, acting as a barrier to agencies tackling local issues collectively and blocking PCCs from assessing the performance of their local force within the criminal justice landscape. To remove these barriers, the Home Office will:

- Support PCCs to secure effective policing in their area by working with Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS)

and wider criminal justice partners to improve the quality of, and PCC access to, performance information against the National Crime and Policing Measures.

- Support PCCs to secure an efficient police force in their area by working with HMICFRS and the wider policing sector to develop a police efficiency dataset and improve their ability to interpret differences between forces to help drive efficiencies.
- Support the College of Policing to hold regular learning and development events that support the development of analytical capability and data literacy within PCCs' offices.
- Work with the Ministry of Justice, the Information Commissioner's Office, and other criminal justice partners to develop national guidance on data sharing between criminal justice partners, including PCCs. At a local level, this will be reinforced by work led by the APCC and supported by the Home Office and Ministry of Justice, to bring together good practice examples of local data sharing. These examples will be used by the APCC and the Government to develop a template memorandum of understanding for local data sharing between local partners.

Police and Crime Panels

We want to ensure that PCCs are scrutinised effectively and consistently on behalf of their communities, by driving up the standard of scrutiny applied to them by Police and Crime Panels. To make these improvements, the Home Office will:

- Work with the Local Government Association (LGA) and the Welsh LGA (WLGA) to improve the process for recruiting and retaining independent members, to build upon the knowledge and expertise that independent members bring to panels, help boost interest in the role and enhance the calibre and diversity of those individuals.
- Work with the LGA and WLGA to develop and assess options for how a regional panel support secretariat could work within the existing grant funding envelope, to improve professionalism, quality and consistency of support and research for panels by support officers.

Complaints

It is important that the public can complain about their PCC if needed and know that their complaint will be handled effectively and consistently. The Home Office will further consider the processes for how complaints of criminal misconduct are handled, and the scope to align a new code of conduct with the regime for mayors and councillors in local government. This will also consider how to address the problems of vexatious and political motivated complaints, especially those which stem from disagreements with the political views of the Commissioner, or complaints which are nothing to do with policing.

This page is intentionally left blank

Agenda Item 9

Committee(s): Police Authority Board	Dated: 28 April 2022
Subject: City of London Police Staff Survey's- Future Approach	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 and 2
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 18-22	For Information
Report author: Chief Supt Rob Atkin, Interim HQ Services	

Summary

In the last 5 years the main force Staff Survey has been undertaken by the Policing Research Unit at Durham University Business School, with the inaugural survey in 2017 which was used as a benchmark and a second survey held in autumn 2020.

In addition to the main Staff Survey, a number of other surveys have been commissioned independently of each other in connection with various projects. This has resulted in a fragmented approach which could be improved. The next staff survey is provisionally scheduled for Autumn 2022.

At the 21 October 2021 Police Authority Board, Members received an update on the previous Staff Survey and plans to refresh the approach for how the City of London Police (CoLP) will conduct Staff Survey's going forward. An action was raised to update Members on the new approach and rhythm of surveys once the Force had an agreed approach. **(OR 25/2021/P)**.

An options paper was presented to the City of London Police Chief Officer Team meeting in February 2022, and an approach agreed to move to a new single staff survey provider, following due diligence through procurement processes, noting that this new service would cost in the region of £16,650 p.a, and based on a 3-year contract, a cost of £49,950.

The new provider would deliver one main survey, currently proposed to be in October every year, plus 3 pulse surveys throughout the year, the timing of which is still subject of further discussion.

With a single supplier providing the future rhythm of surveys within the City of London Police this will ensure that the benefits of surveying are realised while avoiding a system that is disjointed and leads to "survey fatigue." In doing so, it is believed employees will be more satisfied with their experiences in the organisation, remain engaged, and consequently, more likely to remain in the organisation. This aligns with our new policing plan under our organisational priority of our people "we will create a culture of inclusion to attract and retain talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. At the 21 October 2021 Police Authority Board, Members received an update on the previous Staff Survey and plans to refresh the approach for how the City of London Police (CoLP) will conduct Staff Survey's going forward. An action was raised to update Members on the new approach and rhythm of surveys once this was agreed. (**OR 25/2021/P**). This report provides that update.
2. The Staff Survey has been provided by Durham University since 2017 when an initial survey took place which acted as a benchmark. A second survey occurred in 2020. The survey was open to all staff in force and achieved a participation rate of 57% (2017) and 42% (2020) respectively.
3. Aside from the main staff survey, over the last 18 months a number of other internal surveys were commissioned, including but not limited to: Inclusive Employers Survey, Working Environment Survey (BAME colleagues), Annual Police Wellbeing Survey. This was to target specific issues or areas of interest for the Force. However, these surveys used different providers, platforms, methodologies and reporting formats. This has led to a slightly fragmented approach meaning results have been hard to analyse and action.
4. Durham University has stated that it is unable to continue to provide the Staff Survey in the format in which it was previously run due to capacity issues. It is unable to service the growing number of forces seeking its assistance on an individual basis and are intending to conduct a national survey which it will invite all forces to join nationally. The questions would be standardised across the board with little scope to add or amend questions to target specific areas of concern for individual forces.

Current Position

5. As the previous service offered by Durham is no longer available, the Force has explored alternative options and a report was submitted to the CoLP Chief Officer Team in February 2022 where it was discussed, and the proposed approach was agreed. The Chief Officer Team was supportive of moving to a new single staff survey provider, following due diligence through procurement processes, noting that this new service would cost in the region of £16,650 p.a, and based on a 3-year contract, a total cost of £49,950.
6. The new provider would deliver one main survey per year, currently proposed to be in October every year, plus 3 pulse surveys throughout the year, the timing of which is still subject of further discussion. The pulse survey will be significantly shorter than the main survey, aimed at monitoring progress on a small number of key issues. Some of the benefits of a pulse survey include:

- Measuring progress since main annual survey
 - Respond to rapid change
 - Digging deeper into key issues
7. The new provider focuses solely on delivering staff surveys with the ambition of “giving managers clear, timely information & actions to drive positive change.” They have worked with a number of UK police services in addition to significant numbers of other clients in both private & public sector.
 8. They provide access to a “world class” insight analysis portal 24/7, able to break down results across demographics such as rank, gender, ethnicity, years of service etc. Every manager within the force will have access to the portal – with access levels set according to rank/position. For example, a Chief Officer will be able to review all teams/departments across the organisation, whereas a junior manager will have access to their area of responsibility only.
 9. The provider has an in-built anonymity protection system that they believe will stand up to scrutiny by any Federation/Union/Staff Association. There have been no objections from the Associations within other forces they have worked with.
 10. Analysis can be viewed on a macro (Force) level or broken down to individual teams or departments. Managers can be provided access to see the results for their own areas of responsibility, with automated action plans / priorities provided down to team or department level. Results are available immediately once the survey closes.
 11. The technology behind the system enables the tracking of individual views over time (while maintaining anonymity.)
 12. Questions can be targeted to individual sub-sets – e.g. Black and minority staff, Special Constables and volunteers could be asked supplementary questions, therefore eliminating the need for any additional surveys.
 13. Once Survey results are analysed the Force will be looking at these in more detail at relevant internal strategic boards such as Equality and Inclusion Board or Renewing and Rebuilding Trust and Confidence. The detail of this process is still in development.
 14. At the Professional Standards and Integrity Committee on 18 February 2022, Staff Surveys were discussed, and Members were keen that the findings and work from the Durham Survey should not be lost. In terms of comparison to previous surveys, the new provider has stated the survey they deliver on the Force’s behalf will be entirely customisable and they would work with the force to ensure that the four focus areas from the 2020 Durham Survey are tested. However, the format of the results will differ from that provided by Durham University and will therefore not be directly comparable.

Consultation

Staff Associations / Network engagement

15. A briefing / consultation event on the new approach took place on 19 January with the CoLP staff associations chairs/co-chairs, the following were represented:

Police Federation
Black Police Association
Association of Muslim Police
Christian Police Association
Disability Enabling Network
LGBT+ Support Network
Gender Equality Network
Gypsy, Roma & Traveller Network
Parenting Support Network
Apologies received: Supt Association & Health/Wellbeing network

16. Key concerns from the group were that Staff Surveys needed to be transparent and have tangible outcomes to maintain confidence in the process.

17. Consultation with other Forces included the Metropolitan Police Service and Police Scotland which had adopted a similar approach to that agreed by the CoLP Chief Officer Team. In both forces the same approach had delivered significant benefits to work and objectives in the area of staff engagement.

Corporate & Strategic Implications

Strategic implications –

CoLP-Conducting the Staff Survey will be in line with the new Policing Plan Organisational priority for “Our People” and will also support the Force Values of Professionalism, Integrity and Compassion.

CoL-The Staff Survey will contribute to the City of London Corporation Corporate Plan objective:

Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.

1 by ensuring the staff in CoLP are engaged and effective, and 2 by ensuring they are well and valued.

Financial implications- As outlined in paragraph 5. This will be managed within the Police budget.

Resource implications-The Force will be allocating an existing resource internally to work on the short-term management of surveys.

Legal implications- None

Risk implications- None identified

Equalities implications – The supplier will work within the parameters of the Equality Act to ensure that those with protected characteristics are not adversely affected.

Climate implications- None

Security implications- None

All Surveys- Longer Term Plans

18. At the Chief Officer Team meeting in February 2022, there was also a wider discussion on all surveys (including victim and staff surveys) and it was agreed that further work would be carried out by Chief Supt Interim HQ Services and the Director of Analysis and Performance on drafting a Road Map of how the Force will develop this service (across the Force) over the next few years, outlining the ambition of bringing together all surveying into one area in Force (building in resourcing / budgetary position). This would be worked into the re-design of the new Corporate Services in due course.

Conclusion

19. The Force recognises the importance of Staff Surveys as a tool to engage with and listen to staff and the new approach described in this update will go some way to building confidence with the whole workforce at a time of significant change for the Force.

Appendices

None

Background Papers

Pol 60-21- Staff Survey Update- PAB October 2021

Pol 28-21 – Staff Survey Update- PAB April 2021

Pol 13-20- Staff Survey Update- PAB February 2020

Staff Survey Update- PAB December 2018

Pol 78-17 Staff Survey Update- PAB December 2017

Pol 58-17 Staff Survey update- PAB September 2017

Rob Atkin

Chief Superintendent

Interim HQ Services

City of London Police

E: Robert.atkin@cityoflondon.police.uk

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank