



Professional Standards & Integrity (Police) Committee

Date: MONDAY, 26 SEPTEMBER 2022
Time: 2.00 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Caroline Addy (Chair)
Deborah Oliver (Deputy Chairman)
Nicholas Bensted-Smith
Tijs Broeke
Alderman Professor Emma Edhem
Deputy James Thomson
Jason Groves
Florence Keelson-Anfu
Michael Mitchell (External Member)
Alice Ripley (External Member)

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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/RDKcj0RtWtk>

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 and non-public summary of the Professional Standards and Integrity Committee meeting held on the 25th of May 2022.

For Decision
(Pages 5 - 12)

4. **REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 13 - 16)

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

Assistant Commissioner to be heard.

For Information

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

Report of the Commissioner.

For Information
(Pages 17 - 28)

7. **QUARTERLY EQUALITY AND INCLUSION UPDATE**

Report of the Commissioner.

For Information
(Pages 29 - 58)

8. **ACTION FRAUD STATISTICS – QUARTER 1 –1ST APRIL 2022 – 30TH JUNE 2022**

Report of the Commissioner.

For Information
(Pages 59 - 68)

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 Professional Standards and Integrity Committee meeting held on the 25th of May 2022.

For Decision
(Pages 69 - 72)

13. **NON-PUBLIC REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 73 - 74)

14. **REVIEW OF CITY OF LONDON POLICE JUVENILE STRIP SEARCHES JANUARY 2019- APRIL 2022**

Report of the Commissioner.

For Information
(Pages 75 - 82)

15. **PROFESSIONAL STANDARDS STATISTICS – QUARTER 1 –1ST APRIL 2022 – 30TH JUNE 2022**

Report of the Commissioner.

For Information
(Pages 83 - 126)

16. **PCR CASE SUMMARY AND PCR REPORTS**

Report of the Commissioner.

For Information
(Pages 127 - 142)

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

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

PROFESSIONAL STANDARDS & INTEGRITY (POLICE) COMMITTEE Wednesday, 25 May 2022

Minutes of the meeting of the Professional Standards & Integrity (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 25 May 2022 at 2.00 pm

Present

Members:

Caroline Addy (Chair)
Deborah Oliver (Deputy Chairman)
Tijs Broeke
Alderman Professor Emma Edhem
Jason Groves
Florence Keelson-Anfu
Michael Mitchell (External Member)

Officers:

Paul Betts	- City of London Police
John Cater	- Committee Clerk
Hayley Williams	- City of London Police
Dermont Robinson	- City of London Police
Ian Younger	- City of London Police
James Morgan	- City of London Police
Claire Cresswell	- City of London Police
Rachel Waldron	- Police Authority Team
Pauline Smith	- City of London Police

1. APOLOGIES

Apologies were received from Nicholas Bensted-Smith and Deputy James Thomson.

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 18th February 2022 be approved as an accurate record.

4. REFERENCES

Members received a report of the Town Clerk and Commissioner regarding the Committee's outstanding references.

RESOLVED - that the Report be noted and that the action concerning the Attraction Strategy be closed on the basis that the Police Uplift Programme (PUP), recruitment, and attraction is being scrutinised and monitored alongside

the Workforce Plan at the Resource, Risk and Estates (Police) Committee (RREC).

5. **Q4 STOP AND SEARCH AND USE OF FORCE UPDATE - 2021-22**

The Committee received a Report of the Commissioner of the City of London Police concerning Stop and Search and Use of Force in Quarter 4.

After officers provided an introduction, a number of queries were raised:

In response to a query concerning the differentiation in the dip sampling data, officers confirmed that, 20% of the samples were considered “best practice” in how stop and searches should be done, with the remaining 80%, whilst deemed professional and lawful, were not considered to be the best examples to utilise in a training environment. Noting Members’ interest in this area, officers would try to submit additional quantitative data in future which focused more on the identifiable trends; it was also pointed out that The Independent Advisory and Scrutiny Group (IASG) would be carrying out its 2022 Review and officers would present analysis around any disparities and common areas to the Committee in the autumn.

Separately, in response to concerns about the experience and feedback of those who are strip searched with a negative outcome, officers emphasised that any stop and search interaction (including those which involved a strip search) aimed for a positive experience with dignity and respect at the core. In the run-up to the meeting, the officer had gone through the records for Quarter 4 confirmed that in all video recordings, officers were professional, and he was felt assured that colleagues are striving to ensure that those being strip searched are being treated with dignity and respect. It should be noted that during the strip search the camera is turned off to safeguard the privacy and dignity of the individual.

The Chair requested that, in future, reporting around strip searches included statistics on strip search types and that it picked up on any distinct patterns according to each of these types; she also encouraged the Force to ensure that they were doing all they could, including rolling out refresher training, to further improve the processes and outcomes for individuals; officers responded that, in light of the Child Q case, the Force was changing its internal processes in an effort to ensure under 18s continue to be afforded greater protection when it came to stop and searches; an update would be provided to the Committee in September.

The Chair added that it would be helpful to consider improving ways in which young people could feedback their experience of being stopped and searched (e.g. by distributing contact cards). It was particularly concerning that, across England and Wales, some individuals were still being repeatedly stopped and searched despite these resulting on each occasion with a negative outcome; the corrosive affect this had on that individual’s perception of the Police should not be underestimated.

Noting concerns about officers' use of body worn video during stop and searches, namely, that officers ensured the video captured all parts of the interaction (excluding strip searches), officers informed Members that the Independent Office for Police Conduct (IOPC), would be reporting soon on use of body worn video and a summary would be brought back to the Committee at its next meeting in September.

In response to a query, officers confirmed that Project Servator training dates were being set up.

A Member remarked that the 44% "not stated" figure for self-defined ethnicity was concerning and asked whether any steps could be taken to lower that figure. Officers responded that the collection of ethnicity data came via two methods – self defined and observed/officer perceived. Individuals were not compelled to state their ethnicity, and, per Code A, the Force was prohibited from trying to influence what people say during a stop and search. Members asked that the statistics based on the observed/officer perceived ethnicity, should be submitted alongside the self-defined ethnicity data in future iterations of this Report. The officer responded to say that this would rely on the full data being produced.

RESOLVED – that the Committee noted the Report.

6. ACTION FRAUD STATISTICS – QUARTER 4 – 1ST JANUARY 2022 – 31ST MARCH 2022

The Committee received a Report of the Commissioner of the City of London Police concerning Action Fraud Statistics for Quarter 4.

Reflecting on the work around communications, in particular the template letters, a Member remarked that it was encouraging and welcome that previous learnings have been acted upon and that improvements have been made.

The Chair added that, given its topicality, it would be helpful if some consideration could be given to the Force's approach to the experience of the victims for the emerging threat from crypto currencies and associated cases of fraud.

RESOLVED – that the Committee noted the Report.

7. CITY AND HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP (CHSCP) CHILD Q PRACTICE REVIEW

The Committee received a Joint Report of the Commissioner of the City of London Police and the Director of Community and Children's Services concerning the City and Hackney Safeguarding Children Partnership (CHSCP) Child Q Practice Review.

Several Members commented that the record of the treatment of Child Q in the Review was very alarming, and the performance of the Metropolitan Police Officers involved was lamentable, with particular concerns around the presumption throughout that Child Q was the perpetrator, a lack of an

appropriate adult being present, the rationale for the strip search, namely, the suspicion that Child Q had been smoking/was in possession of cannabis, and, the finding that after the search was completed, she had been sent home on her own in a taxi. The learnings of this case needed to be swiftly absorbed and measures put in place to ensure that these types of occurrences were not repeated. It was vital that when the Police does have contact with children these interactions are dealt with properly.

The Chair added that it would be beneficial if all schools in which the City Corporation had a remit over had a dedicated Police Officer that could be called upon if a similar situation arose in the future.

In response to a query, officers confirmed that there had been nine recorded strip searches of individuals under the age of 18 by City of London Police Officers over the past 3 years, between 2019 and 2022. These were all males between 15 and 17 years old; the ethnicity breakdown was 3 black males, 2 Asians, and 2 white southern Europeans and 2 white northern Europeans. For additional scrutiny, officers were carrying out a deep dive of the strip search data over that period, and the details would be submitted to the Committee for review in the autumn.

Offices stressed that whilst this longer-term work was being examined, immediate actions and measures were being put in place as a response to the Review findings, these included communications and briefings to all officers, better preparation of custody suites, and a renewed focus on the use of appropriate adults. Given the limited number of strip searches of under 18s in an average year, it was important that officers were given the all the tools and knowledge available to ensure that any occurrence abided with the guidelines and the experience of the individuals being searched was one based on respect and dignity. The Chair added that as best practice, it might be optimal to always carry out strip searches of under 18s in a custody suite to best ensure compliance with the guidelines. The Force confirmed that this was the case currently.

In response to a query, officers provided the definition of an appropriate adult; they added that it was important to ensure that this support was clearly communicated to the child; Members noted that it was not always beneficial to designate a teacher as an appropriate adult. Officers added that on occasion there were grounds for not having an appropriate adult present, but that this should always be by rare exception with clear a rationale outlined.

RESOLVED – that the Committee noted the Report.

8. **UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) ACTIVITY**
The Committee received a Report of the Commissioner of the City of London Police concerning VAWG activity.

The Chair welcomed the update as very encouraging; she asked officers to ensure that they were doing all they could to promote the work externally.

She added that it was important that the right portals and avenues for girls and women to contact the Police were established and clear; positive early contact between victims and the Police were critical to ensure progress in this area.

A Member asked officers to ensure that they were engaged with the emerging plans for Destination City, particularly given the concerns of local residents that a likely result of the renewed drive to build up the night-time economy in the City, would be an increase in anti-social behaviour.

A Member queried a couple of points on the Reframe the Night campaign posters, referring to page 108 in the agenda pack, she pointed to her experience as a professor at university, where a common occurrence in recent years was for young men to choose to not step into scenarios where young women were being harassed due to concerns that they themselves would be accused of wrongdoing.

Given that the activity in this area should not just be left to the Police to respond to, the Chair asked officers to identify areas in which the Corporation can potentially help with, for instance there was currently no women's refuge in the Square Mile; whilst recognising that resources would be a factor, it was vital to see this as a situation which required the mobilisation of various different agencies and departments in the City to secure a real step change.

A Member added that it would be beneficial if the Police could work with and leverage the considerable reach and resources of the larger employers and business networks in the City as this was rightly a universal concern for all responsible organisations across the Square Mile.

RESOLVED – that the Committee noted the Report.

9. **QUARTERLY EQUALITY AND INCLUSION UPDATE**

The Committee received a Report of the Commissioner of the City of London Police concerning the latest position regarding activity supporting the delivery of the Equality and Inclusion Strategy & Action Plan.

In response to a number of queries, officers emphasised that, whilst facing a challenging recruitment environment, a great deal of work was being undertaken to increase the number of female recruits and those from diverse backgrounds, with a renewed focus on improving outreach and the introduction of a buddying system. It was apparent that progress was being made in diversifying the civilian staff profile at a greater pace than warranted officers, however, there were inherent challenges particular to the latter category, not least the highly competitive recruitment environment due to the national police uplift programme. In terms of outreach, a Member suggested that the Force could reach out to law school graduates, given their transferable skills and the steady pipeline of available talent due to the highly competitive nature of that industry. She added that she would be happy to reference the City's recruitment opportunities to her students during her university lectures.

It was also highlighted that the age profile of the Police Officer pool at the City was older than the average Force across England and Wales and this had a knock on effect for retention given more officers were closer to retirement. There had been a surge in retirements recently due to changes in pensions arrangements.

Alongside exit interviews, the Force also undertook retention interviews, whereby senior officers would sit down with individuals who had indicated that they were looking to move on to see if the Force could do anything to retain them, and if they were certain about departing, whether there was anything the Force could change for the future.

In terms of the challenges around retention, officers pointed out that the Force was comparatively small compared to other Forces across the country, and there was limited scope for civilian staff members to be rotated or moved into different subject areas and they were recruited as City of London Corporation employees on specific terms and conditions.

Several Members cautioned that improving retention, whilst desirable in terms of resilience, should be balanced by the positive fact that staff members were moving to often more senior roles elsewhere across the country, this indicated an encouraging sign that the City of London Police possessed a talented workforce.

A Member noted that the tone of the approach seemed to be one based on a listening strategy, which was very welcome; he emphasised that just tracking numbers was not enough, the step change in terms of culture came through building up qualitative data by listening to current staff, leavers, and potential recruits, and giving them the confidence that the organisation was empowering them to affect material changes for the better, a key part of this had to include listening to dissatisfied staff and taking on board their views and feelings.

The Committee asked for further data concerning the differentials in promotion based on gender and ethnicity, officers responded that they would bring this back to the Committee. Members also noted a wider issue of women not always taking up opportunities for promotion when they were clearly qualified and experience to move up to a more senior role, lessons could be drawn from the private sector and Members were happy to share their experience of the types of measures their employers had introduced to encourage women to go for it. Officers raised the example of other Forces taking the initiative and inviting certain individuals to interview when roles became available. This could be something which the City of London Police could look to emulate.

Members noted the high number of respondents of staff members preferring not to state their sexual orientation and suggested that improving this figure would be a good indication that culturally, the organisation was moving in the right direction. It was noted however that this was not mandatory, but voluntary.

A Member queried whether more could be done in collecting data around silent diversity, for example, faith. Officers responded that this data is already presented as part of the HR monitoring report to the RREC.

The Chair asked that the target dates on KPIs needed to be finalised soon, given the critical need to keep things focused and on track.

RESOLVED – that the Committee noted the Report.

10. INTEGRITY AND CODE OF ETHICS UPDATE

The Committee received a Report of the Commissioner of the City of London Police concerning the work of the Forces Ethics and Integrity Lead, the Force's Integrity Standards Board (ISB), regional and national activity of relevance, and the Integrity Standards dashboard and the Ethics and Integrity delivery plan for 2022.

RESOLVED – that the Committee noted the Report.

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

There were no public questions.

12. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

13. 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.

14. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 18th February 2022 be approved as an accurate record.

15. NON-PUBLIC REFERENCES

The Committee received a Joint Report of the Town Clerk and the Commissioner of the City of London Police concerning the Committee's non-public outstanding references.

16. PROFESSIONAL STANDARDS STATISTICS – QUARTER 4 - 1ST JAN 2022 – 31ST MARCH 2022

The Committee received a Report of the Commissioner of the City of London Police concerning the Professional Standards Statistics for Q4.

17. PCR CASE SUMMARY

Members received a report of the Commissioner regarding a series of PCR Case Summaries, namely;

17.1 **CM/05/21**

17.2 **MI/384/21**

17.3 **CO/47/21**

17.4 **CO/142/21**

17.5 **CO/273/21**

17.6 **CO/279/21**

17.7 **CO/284/21**

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

There was one non-public question.

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 4.00 pm

Chair

Contact Officer: John Cater
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PUBLIC OUTSTANDING REFERENCES

6/2022/P	Item 8- VAWG update on activity	A Member suggested CoLP share material and approaches to VAWG with some of the larger businesses in the City of London- with a view to using their networks to spread messages.	Commissioner	Complete- the Professionalism and Trust Dept is developing upon City business relationships, such as with licensed premises and hospitality companies to enable more widespread messaging.
7/2022/P	Item 9- Quarterly Equality and Inclusion Update	Members suggested the Force might want to consider having some kind of Listening Strategy in order to ensure it listens to its people effectively.	Commissioner	Complete- whilst not a formal strategy, the Force has commenced training for the Better Listening campaign programme provided by the Samaritans and is introducing Listening Circles initially for women which will also be rolled out to male staff. Additionally, a working group has been established to help understand the

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				cultural reality of the organisation's current exit processes. This is with a view to provide an understanding of peoples' experiences and the necessity for "retention conversations" in advance of an employee choosing to exit the organisation. The Staff Survey is also being developed and will take place in October 2022.
8/2022/P	Item 9- Quarterly Equality and Inclusion Update	A Member requested in next data update on workforce diversity it would be useful to have data on promotion for ethnicity and gender.	Commissioner	Complete- this data is included in Appendix E, at para 13 of the E&I Update on the agenda.
9/2022/P	Item 9- Equality and Inclusion Update	A Member asked the Force to consider reaching out to undergraduates of Law and Bar Schools as part of the Police Uplift Programme to attract potential recruits as opportunities for these career paths were currently limited.	Commissioner	Complete- the Chief Supt in charge of the Police Uplift Programme confirmed that the Force is already

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				reaching out to Law Schools and Universities as part of the engagement strategy on uplift with some success.
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Committee(s): Strategic Planning and Performance Committee Professional Standards and Integrity Committee Police Authority Board	Dated: 12 September 2022 26 September 2022 27 September 2022
Subject: Update on Violence against Women and Girls (VAWG) activity	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 65-22	For Information
Report author: DCS Rebecca Riggs; DCI Carly Humphreys, Professionalism and Trust Directorate	

Summary

The purpose of this report is to provide an update for Members of the Strategic Planning and Performance Committee (SPPC), Professional Standards and Integrity Committee (PSIC) and Police Authority Board (PAB) on strategic progress made by the City of London Police (CoLP) in relation to Violence Against Women and Girls (VAWG)¹. Additionally, it provides some examples of work completed, and also areas for development over the coming months.

The report details current work at National, Regional and Local level and includes work ongoing with partners including the City of London Corporation.

Recommendation(s)

Members are asked to note the report

¹ This document uses the following Home Office definition of VAWG: “The term ‘violence against women and girls’ refers to acts of violence or abuse that we know disproportionately affect women and girls. Crimes and behaviour covered by this term include rape and other sexual offences, domestic abuse, stalking, ‘honour’-based abuse (including female genital mutilation, forced marriage, and ‘honour’ killings), as well as many others, including offences committed online.”

Main Report

Background

1. Members will be aware of the national and local focus on VAWG and detail of the background to this report was fully described in the previous reports to your Committees in November 2021, February 2022 and May 2022.

Current Position

Key Milestones since the last update (June – August 2022)

- **Operation Reframe:**
A successful monthly partnership Safety Hub is now in place led by the City of London Police (CoLP). This is a joint-working approach to facilitate the Night-Time Economy (NTE) by working with partners to provide a reassuring high visibility presence, with the particular objective of ensuring that women and girls, both are safe and feel safe in the City of London. This Operation is in line with the national Safer Streets campaign to 'reframe the night', further detail can be found in Appendix A.
- **Listening Circles:**
The Professionalism and Trust department has now established a programme of Listening Circles for women in the organisation, these will commence in September in 2022. A number of working groups have been completed to ensure that these run effectively and accommodate all female employees. These Circles will gradually evolve to include male colleagues, alongside the ethos of the HeforShe campaign, in addition they will also expand to encompass other protected characteristics such as Race. An infographic in relation to the opportunities which Listening Circles offers is included in Appendix B (*please note this is a draft and is currently under consultation with our working group and staff networks*).
- **Learning and Recommendations:**
The organisation is committed to learning, both from inside and outside of the organisation to improve upon the service it provides to the public by maintaining the very highest standards of professional behaviour. As a consequence, the Professional Standards Department (PSD) has completed a number of reviews from reports, such as Op Hotton, Child Q and the Police-Perpetrator Super Complaint. The learning and recommendations from these reports will be managed through the re-designed Organisational Learning Forum (OLF), further detail can be found in Appendix A. These issues are also being reported on in more detail to the Professional Standards and Integrity Committee who hold responsibility for oversight in this area.

National

2. Policing progress concerning VAWG continues nationally with a chief focus on partnership work. The CoLP remains working in close alignment with the NPCC (National Police Chiefs Council), including regular taskforce meetings to share good practice and disseminate national headlines. Strategic executive partnership meetings have also provided opportunities to shape work across broader communities.
3. Members will recall that in April 2022, along with all forces nationally, the CoLP submitted its VAWG Action Plan to the NPCC. This formulated national performance benchmarking for VAWG and promulgated good practice. The results of this national performance assessment have been shared with the HMICFRS, this has been presented as an entire policing approach, rather than highlighted work on an independent force-level basis.
4. The feedback from the NPCC has been positive, indeed it has largely identified that all forces are delivering consistently in similar areas. The areas which the CoLP will increase focus for delivery will be to rebuild trust and confidence amongst black and minoritised women and girls, as well as individual women and girls with lived experience. To achieve this, we are enhancing our partnership work with VAWG organisations, charities and our established partnerships.
5. The CoLP continues to support national VAWG delivery, such as:
 - CoLP secondments to the NPCC to work on the VAWG portfolio. This recently includes support from a CoLP DCI lead for Cyber Crime, this will have a national benefit by drawing upon the CoLP specialisms in this area to protect women and girls in online spaces.
 - Supporting the NPCC through national consultation regarding the Online Safety Bill², this currently going through parliament. Until the Online Safety Bill is passed, we are working with the NPCC to support delivery of voluntary interim Codes of Practice (CoP) for VAWG, these will regulate organisations and social media companies to hold them to account. The College of Policing (CoP) will assist organisations to monitor and detect violence and abuse against women and girls, this will not only include criminal offences but also what is known as 'legal but harmful' material.
 - Developing upon City business relationships, such as licensing and hospitality, which can provide national influence.

Regional

6. The CoLP remains working alongside the British Transport Police (BTP) and Metropolitan Police Service (MPS) in a regional working group. Of note, the NPCC has now assigned the region a NPCC VAWG Taskforce Delivery Lead. This will enhance our ability to contribute to regional VAWG

² [Online Safety Bill \(26th May 2022\) \(parliament.uk\)](https://www.parliament.uk/bills/2022/online-safety-bill)

work and develop a pan-London sustainable model to embed VAWG as 'business as usual' for the future.

Local

7. Since our most recent update to members in May 2022, the CoLP has continued to develop work to tackle VAWG by delivering sustainable change, as outlined in the key milestones.
8. The following updates build upon our commitments outlined in the May 2022 report; therefore these updates reflect additional pieces of work rather than a duplication of work mentioned in previous reports. The Independent Advisory and Scrutiny Group (IASG) are also provided with regular updates which has been valuable to shape our policing approach to VAWG across diverse communities.
9. The CoLP Learning and Organisational Development team (L&OD) has now been re-aligned to report directly into the Professionalism and Trust department. This now provides a more streamlined approach to identifying recommendations and embedding them into active organisational learning within the organisation.
10. In relation to the 3 National objectives some activity on each of these to date is described in Appendix A.

Governance

11. The City of London Police's strategic and tactical delivery on VAWG is being scrutinised at a local and national level, as follows:
 - The CoLP Renewing and Rebuilding Trust and Confidence Board, chaired by Assistant Commissioner Paul Betts, is driving progress against the delivery framework objectives which we have set out in our Strategic Delivery Plan under each of the three pillar objectives. To achieve this, the CoLP has a Tactical Action Plan that sets out the activities which will take place to deliver against these objectives, this Action Plan will also be sent to the HMICFRS³ for independent review.
 - Achievement will be scrutinised through independent review of our performance metrics to ensure that there is objectivity and transparency. This will take the form of regular consultation with our Independent Advisory and Scrutiny Group (IASG) and more formally, through Police Authority Board (PAB) and Professional Standards and Integrity Committee (PSIC). Key milestones and significant activity will also be highlighted to PAB/ PSIC and also shared with partners.

³ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest. [HMICFRS - Home \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmicfrs/)

- The CoLP will also regularly feed into a number of NPCC National Working Groups to share learning and best practice amongst all other Police Forces in England and Wales and the aforementioned regional Trust and Confidence Strategic Working Group with the Metropolitan Police Service and the British Transport Police.
- We will regularly review our Strategic Delivery Plan to ensure that it includes new recommendations from the NPCC as they are announced.

Conclusion

12. The CoLP continue to work in partnership with the City of London Corporation to enhance the City of London's response to VAWG. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider delivery of the NPCC VAWG strategy.
13. All the work noted in this report contributes to our new Policing Plan, in particular our Operational Priorities to 'Keep those who live, work, and visit the City safe and feeling safe' and to 'Put the victim at the heart of everything we do'.

Appendice(s)

Appendix A - Highlights of activity under the 3 NPCC National Objectives
Appendix B – Listening Circles Infographic

Contacts:

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Detective Chief Inspector

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Appendix A- VAWG Update to September SPPC, PSIC and PAB

Highlights of progress against NPCC objectives

NPCC Objective 1-Improve Trust and Confidence in Policing

This area focuses on our commitment to improve internal and external trust and confidence. Our new Policing Plan outlines our operational priority to keep those who live, work, and visit the City safe and feel safe. Consequently, we know that we must do more to earn the trust and confidence of our communities, in particular that of women and girls. To achieve this, we must ensure that our officers and staff uphold the highest professional standards.

Highlights:

- Our Professional Standards Department (PSD) has completed the review of live, recent and historical cases to ensure that all concerns raised have been dealt with appropriately and updates on this are being provided to the Professional Standards and Integrity Committee. A peer review of cases with the Metropolitan Police has now been completed and the report is currently under review by PSD. An early assessment has indicated that no urgent reviews or areas of criticality need to be addressed, however there will be a subsequent report outlining the recommendations and learning for the organisation, including how these will be implemented.
- The PSD has received a significant increase in the direct reporting of misconduct, rather than through anonymous reporting mechanisms. This provides an indication that employees are gaining greater trust and confidence in the process of raising concerns.
- The PSD has reviewed the recommendations of the Operation Hotton Report¹ and responded with an Action Tracker which will be governed and scrutinised through the Organisational Learning Forum (OLF). The OLF is currently in a re-design phase and will be Chaired by Commander Khan, however any immediate actions from the Report have already been addressed and actioned as organisational learning.
- Following Child Q, the PSD pro-actively complemented a comprehensive review of all juvenile strip searches between January 2019 and April 2022. All of these 9 cases were reviewed, some individual and organisational learning was identified, however no conduct or safeguarding issues were discovered. In response to this learning, immediate educational work was completed with a force-wide reach to ensure that all juvenile strip searches continue to be completed in line with legislation and to the highest professional standards.

¹ [Operation Hotton Learning report - January 2022.pdf \(policeconduct.gov.uk\)](#) – the report makes 15 recommendations for the MPS to change policing practice following an IOPC investigation which found evidence of discrimination, misogyny, harassment and bullying involving officers predominantly based at Charing Cross Police Station.

A full report will be presented to the next PAB and PSI committees, additionally, the report will also be shared with the City and Hackney Safer Children' Partnership Board. The recommendations from this review will also be delivered through the OLF.

- The PSD have pro-actively accepted the recommendations from the 'Police-Perpetrated Domestic Abuse Super-Complaint'². Although not force specific, the HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), the College of Policing and the Independent Office for Police Conduct (IOPC) have published a report in response to the super-complaint submitted by the Centre for Women's Justice on police perpetrated domestic abuse. The super-complaint raised concerns about how police forces in England and Wales respond when police officers and police staff are accused of domestic abuse.

The PSD are currently reviewing the report which outlines that Police Forces are not fully recognising and responding to the risks and responsibilities associated with domestic abuse allegations involving police suspects. The recommendations from this report, where applicable, will be captured through the OLF governance and scrutiny process as with Op Hotton and Child Q.

- The next phase of the plan for internal Cultural Development is to conduct a series of events through August into September 2022 which will enable all employees to experience learning and understand the importance of trust and confidence in leadership. Continuing the theme of our previously successful 'Our People' conference, these events will have a particular focus on race and gender, acknowledging inter-sectionality and how we can restore trust and feelings of police legitimacy amongst the more diverse communities we police.

NPCC Objective 2- Relentlessly Pursue Perpetrators

This area focuses on our ongoing commitment to bring more perpetrators of violence against women and girls to justice, working with partner agencies as a "whole system" response. This also includes work to reduce case attrition and to address the concerns and experiences of the victims.

Highlights:

- A capability review of Public Protection is still underway to ensure that the CoLP's operational response meets the public calls for service regarding VAWG. In addition, vacancies within this department are being filled as an operational priority, to ensure that there are no service provision gaps.

² [Police super-complaints: force response to police perpetrated domestic abuse - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/police-super-complaints-force-response-to-police-perpetrated-domestic-abuse)

- Domestic Abuse Matters³ training is currently being rolled out across the organisation as mandatory training. The College of Policing and the domestic abuse charity, SafeLives, worked with key stakeholders to develop 'Domestic Abuse Matters', a bespoke cultural change programme for police officers and staff in England and Wales. This training has been designed to ensure that the voice of the victim is placed at the centre of the policing response, with the aim of having a long-term impact to change attitudes and culture within policing regarding its response to domestic abuse. Many other forces have embedded this training in response to the HMICFRS 2014 report 'Everyone's business: Improving the police response to domestic abuse', which highlighted the need for forces and officers to better understand and respond to coercive control.

NPCC Objective 3- Create Safer Spaces

This area focuses on protecting women and girls in public spaces, at home and online. We will continue to work closely with our partners and in particular the City of London Corporation (CoLC) to protect women from victimisation in these spaces.

Highlights:

- The CoLP launch of 'Operation Reframe' took place on the 28th April 2022, this Operation is a partnership approach to facilitate the night-time economy (NTE) by asking partners to assist the CoLP to provide a reassuring high visibility presence, with the goal of making people feel safe in the City of London. This is in line with the nationally promoted Safer Streets campaign to 'Reframe the Night'. The Operation encompasses the CoLP Licensing team, City Corporation Community Safety Team, Mental Health Team, City Corporation, Licensing team, Environmental Health, Sector and other specialist Policing teams, PPU/Victim advocate, SIA (Security Industry Authority), Street Pastors, Special Constabulary, Park guard, Network Rail, Samaritans & the British Transport Police.

Activity has included:

- Targeted engagement with licensed premises, particularly through security and management. Relevant agencies have attended with CoLP and CoLC (City of London Corporation) to inspect licensed premises and ensure adherence to safety and security.
- Early engagement with persons in the designated areas who appeared under the influence of alcohol. This has been effective to identify early safeguarding requirements and also to intervene in the escalation of negative behaviours.
- The 'Ask for Angela' safety initiative has been highlighted alongside promotion for Safer streets reporting. These initiatives have been highlighted on leaflets and also via the DIGI-STOPPER (mobile communication) Boards. The licensing team are also completing quality assurance checks on Ask for Angela venues during this Operational activity.

³ [For police: Domestic Abuse Matters | Safelives](#)

- Providing Welfare and Vulnerable Engagement (WAVE) advice and information on measures to avoid potential drink spiking incidents. This has included the distribution of alcohol toppers and taking partnership action to reduce preventable injury linked to alcohol and drugs.

The Operation has already been hugely successful through ensuring that vulnerable women are safeguarded and intervening in incidents where early predatory behaviour is witnessed.

- Safer Streets funding bid: On the 25th July 2022, the Home Secretary formally announced that £50 million of new funding will be given to communities across England and Wales to make the streets safer for all. The CoLC is already working closely with the CoLC in order to submit a successful bid for transformative crime prevention initiatives, particularly focused on VAWG.

28th July 2022

DCI Carly Humphreys

Listening Circles

Sessions will be advertised on Citynet with a link to book attendance.

How to register



Sessions will take place on different days and times, both in person and virtually. Any in-person sessions will be held away from the police estate.

ACCESSIBILITY



Initial sessions will be for women employees with plans to extend to all employees. A maximum of 12 people per session to ensure effectiveness.

Who can attend?



- Support the force to become an equal inclusive workplace
- Share & listen in a safe environment
- Enhance confidence & trust
- Involve workforce in decision making

Objectives



Professionalism

Purpose

To provide a safe space for employees to speak about and share experiences with the aim of enhancing the working environment to address concerns and find tangible joint solutions.



Integrity

Compassion



Sessions

Sessions will not be recorded, and no formal minutes taken. An action tracker and summary will be noted and sent to all attendees to agree and comment on in the first instance.



Actions

Actions & priorities identified will be presented by the Professionalism & Trust Team at the Trust & Confidence Board. All information presented will be anonymous and unattributable.



Change

Change will be driven through workstream leads across the force to ensure all areas of work are involved and there is a consistent approach to any learning and change.



Information

For more information visit the Professionalism & Trust intranet page

<https://cityoflondonpolice.sharepoint.com/SitePages/Professionalism-and-Trust.aspx>

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Agenda Item 7

Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 26 September 2022 27 September 2022
Subject: Quarterly Equality and Inclusion Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 and 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 72-22	For Information
Report author: DCS Rebecca Riggs, DCI Carly Humphreys, Professionalism and Trust; Kam Dhaliwal, Equality & Inclusion Manager	

Summary

This quarterly report provides an update regarding E&I activity since the last update to the May Professional Standards and Integrity Committee (PSIC) and the May Police Authority Board (PAB) within the City of London Police (CoLP) from a national and local perspective. Including, a more detailed update regarding the delivery of the E&I Strategy through the consolidated E&I Delivery Plan, as outlined in Appendix A.

The report also includes highlights of activity regarding the E&I workstreams, in addition to Key Performance Indicators (KPIs) for Equality and Inclusion and Diversity Workforce Data.

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

- a. As requested by the Chair of the Police Authority Board previously, the actions in Appendix A represent a consolidated plan for all outstanding deliverables within the following plans:

- National Police Chiefs Council (NPCC) Equality & Inclusion (E&I) Plan;
- Police Authority Board (PAB) recommendations;
- Tackling Racism Taskforce (TRTF) recommendations;
- Black and Minority Ethnic Action Plan, and
- Lesbian, Gay, Bi-sexual and Transgender + (LGBT+) Action Plan.

The plan is arranged in cross cutting workstreams and is regularly updated for internal and external review and scrutiny.

Current Position

b. National updates:

The College of Policing (CoP) has developed a new Police Race Action Plan with the National Police Chiefs' Council (NPCC), to address the significantly lower levels of trust and confidence in police amongst some Black people. The Professionalism and Trust (P&T) team is working closely with the College of Policing EDI (Equality, Diversity and Inclusion) team to consider good industry practice across policing and understand areas with which the CoP can support the organisation to deliver the Race Action Plan. In addition, the CoLP has seconded a senior officer working within the NPCC Inclusion & Race Project Team, enabling a direct feedback avenue for any learning, recommendations and guidance.

The P&T team has been working with specialist advisors and consulting with the Staff Support Networks and Associations to ensure that a diverse range of views are considered in the implementation of the National Race Action Plan and also the NPCC VAWG (Violence Against Women and Girls) Action Plan, the governance/ scrutiny for both of these Plans is held at the monthly Renewing and Rebuilding Trust and Confidence meeting, chaired by Assistant Commissioner Betts. Members will note that a detailed report for VAWG is included on the Committee agenda also.

The P&T team has also supported the National Police Chiefs Council (NPCC) and Home Office's Police Uplift Programme by running a pilot version of the national survey of Black and Black-heritage police officers and staff.

c. Local updates:

- The Head of Strategic Development is currently reviewing and refreshing the organisation's Equality & Inclusion Strategy, to reflect a number of changes and activities taking place, such as:
 - (i) New Chief Officer Team appointments;
 - (ii) National Race Plan,
 - (iii) VAWG Action Plan;
 - (iv) The organisation's new Policing Plan, Operational Priorities, Values and Organisational Priorities;

Once the strategy has been completed and signed-off through CoLP internal governance, it will be shared with Committee Members.

- The organisation has commissioned an assessment of the organisation's position within the Inclusion Maturity Model. This is a re-assessment with the original benchmark completed in 2020, providing the organisation with an opportunity to see how it is progressing, identify good practice and any further areas for development. The P&T team will work with the organisation delivering this and an update will be provided to Committee Members once the assessment has been completed.
- The Force is subject to a General Equality Duty set out in section 149 of the Equality Act 2010. The Force has completed its Public Sector Equality Duty report for 2021, which captures the workforce equality data and the Gender Pay Gap Data. The report also includes the Forces refreshed Operational Priorities, Values and Organisational Priorities. The report will be published on the Forces external website as required: ([Equality and diversity employment statistics | City of London Police](#)).
- Since the last Committee in May 2022, the new Professionalism and Trust Team's portfolio has grown to include the Learning & Organisational Development (L&OD) Team which previously reported within HR. This will better equip the broader P&T portfolio to quickly embed recommendations from organisational learning which may relate to Equality and Inclusion.
- The team has started to review a number of its diversity governance boards and procedures. This will ensure the organisation's Equality, Diversity & Inclusion (EDI) processes are still relevant and aligned to our new Policing Plan. The EDI review process will be completed in stages to allow for proper consultation assessment and implementation. Progress will be communicated across the workforce and to key partners, an outline of delivery is provided below:

Stage One (complete)

The Head of the P&T team and E&I Manager have consulted with the Staff Support Networks and Associations (SSNAs). This has provided a clear understanding of which ones provide support and/or affiliation for the organisation and its members. Feedback in relation to the SSNAs has also been gained through staff surveys, listening circles and other opportunities for employee engagement. The consultation has enabled the P&T team to convey the organisational priorities to the SSNAs, identify good practice and work to overcome any barriers preventing delivery of their objectives. A 'map' of the Staff Networks and Associations can be found in Appendix B.

Stage Two (in progress)

The P&T team is consolidating the feedback attained through Stage One and are drafting a proposal to provide greater governance and support. Such as, the development of a new election process and opportunities for all to become SSNA committee members. This also includes an evaluation of the recruitment of Diversity Champions and the funding bid procedure for SSNAs.

Additionally, the P&T team is reviewing the Terms of Reference (ToR) for the E&I Strategic and Operational Delivery Boards. Due to the changes within the organisation (as outlined earlier), it is important that the ToR and attendance, is also updated. This

will assist in reducing duplication and ensuring the objectives of both Boards are met. Once completed, the Committee Members will be provided with the updated ToR.

Stage Three (next step)

A review of the organisation's overarching Equality, Diversity & Inclusion (EDI) Action Plan (implemented in 2020) will be completed. This Action Plan contains all of the EDI activities taking place in Force and is used to measure the progression against the strategy and milestones. This will ensure that national changes are reflected in our Action Plan, such as the National Race Action Plan and the NPCC Violence Against Women & Girls Action Plan.

Additional work will be required to re-examine the successful PALs Programme, Diversity Allies Scheme, Developmental Programmes, the EDI Volunteers Programme and any other initiatives, with the aim of ensuring they remain current and are adequately resourced. Understanding the picture will include engagement through listening circles, deep dives, consultation with specialist advisors, benchmarking against other organisations, and learning from recommendations and best practice.

d. Highlights of the E&I strand work since the May update include:

1. Recruitment and onboarding

- The Force currently has 27 student constables who have confirmed acceptance to start on 8th August 2022. For the August 22nd cohort, there are currently 13 new constables who have confirmed acceptance. From the student constable intakes, 75% are male and 25% are female. 76% are non-BAME and 11% are from a Black, Asian, and Minority Ethnic background. Please refer to Appendix C for further details.
- The organisation's new recruitment and advertising campaign went live on 6th May 2022. The latest data demonstrates a progressive increase in the number of social media posts, impressions and engagements. Please refer to Appendix D for further details.
- The CoLP continues to attend events at religious centres and colleges/universities, they been working with Lancashire Outreach Team in the Community for Under-Represented Groups. The Force has provisional approval from the East London Mosque to host this in due course.

2. Leadership and Culture

- The team has had further meetings with the Commissioner to develop the thinking on the force's framework, for internal diversity and inclusion staff awareness inputs (*Values, Ethics, Equity and Belonging* programme). This is to be presented to the force's wider Chief Officer's Team for approval.

- The first stage of the *Values, Ethics, Equity and Belonging* programme is being actively developed. This will be a series of all-staff *Our People* events in November, to be hosted at the Aviva building.
- The organisation's Data Bias Working Group continues to meet regularly to discuss pertinent topics and agree the correct forum to take this forward.
- Please see Appendix G for an infographic of the 'Our Culture' showing the breadth of event types.

3. Community Engagement

- The organisation met with the Amazon Web Service's and the Metropolitan Police contact for the 'Schools Project' and other key stakeholders to agree that the project will be run again with a potential launch date of 24 September 2022. It is currently awaiting agreement by all partners and clarification of roles and responsibilities. The Partnership and Prevention Hub is looking to implement a Schools programme to educate young people on current societal and policing issues, including healthy relationships, VAWG and misogyny.
- Regarding young people, the Force Volunteer Cadet Unit now has a cohort of 27 cadets (11 male, 16 female and 66% of those from Black and Minority Ethnic backgrounds). Plans are underway to introduce a Youth Independent Advisory Group (YIAG). A paper is being considered by the Chief Officer Team in September around governance and implementation of the YIAG.
- The Force Research & Analysis Unit has produced a Force Community Profile, it will be continually updated with the Census results later this year. This profile will better inform how we can tailor our approach and impact in relation to community engagement.

4. Health & Wellbeing

- The MIND Mental Health (MH) working group, established at a senior level, held its first workshop to map out an improvement plan for the Force. Further updates regarding this will be provided for the next committee meeting.
- Training has commenced for the Better Listening campaign programme as a result of the agreed funding, and Mental Aid first aider instructors have been approved, allowing for further courses to be completed internally. Already, 10 staff members have been trained and 10 more are due to be trained in the coming months.
- The Post Incident Support Programme (PISP) has been re-energised and processes will now be established to implement this in force to compliment the (Trauma Risk

Incident Management) TRIM process. This programme particularly works well to support officers returning to the workplace following traumatic incidents.

5. Retention and Exiting the organisation

- A working group has been established to help understand the cultural reality of the organisation's current exit processes. It provided an understanding of peoples' experiences and the necessity for "retention conversations" in advance of an employee choosing to exit the organisation.
- As a consequence, a new process is being mapped with further consultation to take place later this year with SSNAs, specialist advisors and representatives from various teams.
- A review of the current exit interview questions will be completed to ensure they remain relevant and deliver the required information. An example of a new potential reason for leaving the organisation is cost of living crisis.

e. Diversity Workforce Data

The Diversity Workforce data is now be presented to this Committee for oversight and scrutiny.

Please refer to Appendix E for full details.

f. Performance Measures

The force has undertaken a review of how it measures progress and success against their E&I Strategy. Key Performance Indicators are aligned to the new Policing Plan 22-25. The organisation is currently considering how these will be presented for internal governance ahead of them being presented to Members for scrutiny.

Please refer to Appendix F for full details.

Appendices

- Appendix A – Highlight summary of progress made against the E&I Action Plan.
- Appendix B – Networks and Affiliations Map.
- Appendix C - Recruitment and Onboarding
- Appendix D – Advertising & Communications.
- Appendix E – EDI Report Workforce Equality Data August 2022
- Appendix F – draft KPI Measures Table.
- Appendix G- Infographic of Cultural Development Events

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Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	18/07/22	Project RAG		Benefit RAG	
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Workstream objectives	Priority
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	Description	Date
<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 • 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 • 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 	Aspirational targets have been agreed by E&I board	Complete
	Review our recruitment and attraction structure and people	Complete
	Review promotion processes end to end	Ongoing
	Cultural Workshop- Agreement next steps / outcomes	19 Jan 22
	Reverse Mentoring	Ongoing
	Community Engagement plan for PEQF	March 2022
	PALs cohort 2 launch	March 2022
	Pilot of Mentivity Training #2	Feb 2022
	Delivery of forcewide awareness programme on Values, Ethics, Equity, Belonging – 'Our People, Our Values'	June 2022

Workstream	Health and Wellbeing	Owner	Ch Supt Local Policing	Date	27/07/22	Project RAG		Benefit RAG	
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Workstream objectives	Priority Deliverables
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<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. 11/21 this now occurs upon the induction course from L&OD Develop a local plan that incorporates Health and Safety, Wellbeing and Fulfilment 09/21 Wellbeing strategy written and launch reviewed annually – Reviewed re published Jan 22 Ensure CoLP leaders are equipped to deal with Mental Health difficulties 11/21 but ongoing L&OD include this within the various leadership courses that are run. Implement wellbeing initiatives to improve peoples quality of life whilst at work 09/21 this is an ongoing piece with monthly calendar set up to update teams of the activities Focus on staffs mental health and embed supportive and preventative policies and initiatives 01/22 This work is ongoing MIND sign up through NPCC 6 pledges Review current HR policies to ensure the maximum support is given to all staff with protected characteristics- 06/22 This work is ongoing Ensure teams supporting our Occ Health are trained in issues around inclusion and diversity- - 09/21 Complete and Ongoing as they are a separate unit they do receive training from their providers with diversity sand inclusion. 	Description	Date
	Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates.	ongoing
	Review strategy on Health and Wellbeing (completed and published)	02/22
	Oskar Kilo recommendations and planning	08/22
	60 MH first aiders to be trained and launched	12/22
	Launch Wellness Zone in Bishopsgate (COMPLETE)	11/21
	MH at work commitment MIND CHARITY and ongoing	06/22

Progress since last update	Key next steps
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<ul style="list-style-type: none"> MIND MH working group established at senior level first work shop held to map out an improvement plan for the force Commencement of the Better listening campaign programme as a result of the agreed funding. Mental Aid first aider instructor has been signed off which allows further courses to be completed in house, 10 staff members already trained 10 more in June and July . PISP post incident support programme re energised and processes will now be established to implement in force to compliment TRIM process . HMICFRS consultation completed documents posted to HMICFRS awaiting inspection. Coffee MH wellbeing morning completed this is a bi monthly activity. Support of refreshments for staff during train strikes and hot weather 	<ul style="list-style-type: none"> 80% of peer review from Oskar Kilo self assessment framework completed with the peer review Force Nottinghamshire this is ongoing delayed due to OK site problems with IT access Continuation of coffee engagement events and collaboration with key stakeholders such as Police Mutual, Police care UK etc. Force have continued to offer support to staff during train strikes and hot weather. Positive comment for the support from staff. MIND MH 6 commitments to better MH in the work place to continue and action plan completed. Continuation of Better listening campaign training. Number of courses allotted between now and the new year, ambition to train up to 200 staff in this skill, an ability to identify our colleagues who may be in a mental health crises. PISP structure established 10 officers and a supervisor to be trained 2 day course in August and September
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Workstream	Community Engagement	Owner	Ch Supt HQ	Date	04/07/22	Project RAG		Benefit RAG		Key Performance Measures
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				
				Commence recruitment outreach plan		In progress				
				Map city communities / key individuals, calendar of engagement events		Completed				
				Launch inaugural 12 week schools project across the city		Completed				
				Set proposed key performance indicators for activity		Completed				
				Launch community based cluster panels		Completed				
				Pilot LGBT+ advisor network		Completed				
				Involve community in scrutiny of S/S, UoF wider police training		Ongoing				
				Progress since last update				Key next steps		
<p>Pap met with AWS Met Pol and other key stakeholders and agreed that the project will be run again with a potential launch of sept 22 after the success of the previous programme. Awaiting Corporation agreement and clarification of roles and responsibilities. There is a keen appetite for the programme and with is expanding now to include the Met partners.</p> <p>BCoLP Volunteer Cadet Unit (VPC) now has a cohort of 27 cadets (11 male/16 female – 66% B.A.M.E) aged between 13-18 years old, and is gaining National attention/recognition working alongside officers and staff. The cadet unit has continued to receive National Recognition following the Annual National Competition at the end of July and have recently been awarded best visiting Team in the First Aid Competition. Subject to funding and staffing considerations there are plans being explored to expand the cadets with consideration to age and numbers.</p> <p>EPlans are underway to introduce a Youth Independent Advisory Group (YIAG). The aim of the YIAG is to act as a critical friend to CoLP, challenge conventional thinking and elicit the viewpoints, ideas experience and skills of young people on current issues affecting policing. Young people will have an opportunity to review, challenge and develop policies and procedures that will impact upon young people and make improvements in service delivery. A paper is imminently due to be submitted around governance and implementation of the YIAG to the Force.</p> <p>RThe Strategic Research & Analysis Unit have produced a CoLP Community Profile –pulling together data from various sources to provide a picture of the various groups within the City of London and map its diverse communities. This profile will be continually updated with the Census results later this year. This along with our calendar of events and meetings will be published on the internet.</p> <p>ECluster Panels- Continue to be attended and then chaired by DWO's and co-chair members. With comms support now required to increase attendance, publicise minutes, actions and issues rising. Publicise future events.</p> <p>RThe Forces response to the NTE is currently being reviewed by Local Policing with plans to maximise visibility, provide reassurance and increase partnership working through activities such as Op Reframe (Welfare Hubs in Hot Spot locations).</p> <p>EPnP Hub looking to implement a Schools programme via an external provider to educate young people on current issues, provide visible reassurance in City schools and improve relations with the Young Community. Procurement has commenced and benchmarking has begun with when is best to launch and have the most impact.</p> <p>EAn application for funding via the Home Office Safer Street Fund for a Crime Prevention Roadshow that will see officers visiting business premises in hotspot areas to offer crime prevention advice pertaining advice to our priority acquisitive crime types (bike marking, laptop marking, phone etching, counter terrorism awareness)</p> <p>ROutreach- Programme is continuing with attendance at the London Careers Fair, open evenings for our new August starters, Open Day at Aviva, Social media campaign and attendance to Southwark College to name but a few.</p> <p>ESummer Fete Day/Engagement event- Planned for 13/14th August 2022. Awaiting Chief Officer Team sign off and being lead by the CoLP Federation Rep.</p>				<ul style="list-style-type: none"> Continue to map communities using latest available datasets (e.g. Census data - 2022) to accurately reflect the current picture within the City. Plan to engage young people better through a structured schools programme/series of inputs linked to the PHSE curriculum, and raise awareness/offer diversion. Inputs could cover a whole range of issues and risks in line with CoLP vision/strategies, including ASB, violence against women and girls, and county lines. Continue to develop Nextdoor membership (social media platform) to update residents on local policing activity. Now over 1500. Launch mobile Digital Signage Screens Project, to display matters of public interest related to the prevention of crime in high footfall areas/Business footprints.- Awaits approval from Corporation Legal. Increase cluster panel attendance through a comprehensive media strategy. 						
				<p>Police Community Encounters – Use of Powers</p> <ol style="list-style-type: none"> Dip sampling of key police community encounters (stop and search / use of force / Road Traffic stops/ Firearms stops - internal senior officer dip sampling: <ol style="list-style-type: none"> Number sampled past month Number identified with learning Number identified as best practice IASG feedback on key police encounters stop and search / use of force / Road Traffic stops / firearms stops. <ol style="list-style-type: none"> Number sampled / observed past month Number identified with learning Number identified as best practice <p>Community confidence / victim surveying measures</p> <ol style="list-style-type: none"> Confident & satisfied with City of London Police Actions Reducing the BAME & Gender satisfaction gap in survey data <p>Number of community events attended</p> <ol style="list-style-type: none"> Number of community events attended over the last month Outreach recruitment events expression of interest by ethnicity & gender 						

Workstream	Leadership & Culture	Owner	Ch Supt AF/NFIB	Date	11/07/22	Project RAG		Benefit RAG	TBD		
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 Encourage leaders to continuously improve their approach to inclusivity and ensure learning is regular and ongoing Develop a framework of champions and senior leaders to drive forward CoLP's E&I agenda and work with internal and external partners to promote 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 				Key Deliverable / Key Performance Indicator						Target Date	
				Launch mandatory Values, Standards and Ethics sessions						Q3/22	
				KPI: 100% of eligible staff have attended one of the mandatory inputs						03/23	
				Develop an E&I secondment framework for leaders / volunteers						Q3 22	
				KPI: Number of staff members engaged in external secondments / support to voluntary organisations (positive direction of travel)						Q2 23	
				KPI: Annual Staff Survey - positive direction of travel for leadership & culture related responses						Q2 23	
				Complete a data bias review and recommendations						09/22	
				Introduce an annual E&I award as part of future event						03/23	
				Further develop Diversity Allies Scheme						Q3 2022	
Progress since last update				Key next steps							
<ul style="list-style-type: none"> Further meetings have taken place with Commissioner McLaren to develop thinking on the force's framework for internal E&I staff awareness inputs (<i>Values, Ethics, Equity and Belonging</i> programme). This is to be presented to the force's wider COT for approval. The first stage of the <i>Values, Ethics, Equity and Belonging</i> programme is being actively developed. This will be a series of all-staff <i>Our People</i> events in November, to be hosted at the Aviva building. The force's data bias working group continues to meet regularly to discuss pertinent topics and agree the correct forum to take these forward. 				<ul style="list-style-type: none"> Achieve sign-off for November's series of all-staff <i>Our People</i> conferences. Review CoLP's existing external secondment process and look at opportunities for both short and long term secondments for leaders to develop skills. Formalise data bias work within the existing force governance structure - including the integration of the NPCC's <i>Data Literacy Framework</i>. Finalise the plan for CoLP's annual E&I award. 							

Workstream	Retention and Exiting	Owner	T/DCS Bradford	Date	07/07/22	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<p>The workstream objectives have been re-ordered according to the chronology of the “leaving process” and aligned to the references in the wider plan.</p> <ul style="list-style-type: none"> Undertake a review of what roles within the organisation could most benefit from greater flexibility in staff entering and exiting (#48) Ensure policies and procedures are in place to identify why staff with protected characteristics leave the service (#7) Undertake a review of process for exit from service procedures (#44) Undertake a full review of retention/leaving data (#22) Widely readvertise re-joining options (#47) Utilise positive action principles to proactively contact BAME officers and staff within two years of them exiting the organisation to encourage them to return (#38) Consider national policies to allow exit and re-entry into the organisation (#45) <ul style="list-style-type: none"> KPI objectives are required for the two stages – Stage 1 is before the person has actually left the organisation Stage 2 is after the person has left the organisation. 				Description		Date			
				Agree a new process map for our exiting employee journey		01/08/22			
				Set retention and exiting KPIs for line managers and targets across our protected characteristics		01/08/22			
Progress since last update				Key next steps					
<p>Progress update has seen continued support to the strand lead and cooperation from Kam, HR and the SSN’s and SSA’s. I have identified four key work strands needed to deliver change/improvement.</p> <p>Work strand 1 – The identification and recording of data use.</p> <p>We need to baseline how the HR data from exit interviews should be used <i>in theory</i> versus our experiences in day-to-day process. The April workshop drew out initial discussions.</p> <p>Initial thoughts are improving the sharing and use of EI data, transferring from Performance Board to People Board and creating better data for Directorates and sooner when trends are identified.</p> <p>Work strand 2 – A review and agreement of the Exit Interview process.</p> <p>In 2021 (estimate) a swim-lane process map was devised and saved as the “to be” process. Drafted by David Cleverley and HR SMT, this sought to improve the EI process but there does not appear to have been wider consultation or sign-off.</p> <p>On 08/06/22 a workshop of representatives from around operational teams and SSA and SSN was convened. This sought to take a critical review of the process from the perspective of the individual, HR, line manager and SSA/SSN.</p> <p>A new process is being mapped out with an accompanying narrative with a view to have further consultation later in 2022.</p> <p>In precis, this adds a pre-exit process for maximising retention and an improved/empowered exit-interview process for potential leavers.</p> <p>Work strand 3 – Exit interview questions.</p> <p>It is unknown when the last review of the EI questions was undertaken; in any case, they need reviewing to ensure they remain relevant and are the right questions to illicit the information needed. An example of a new potential reason for leaving is cost of living crisis.</p> <p>Work strand 4 – Retention conversations.</p> <p>Linked to work-strand 2, improved support and advice to all levels of line management are needed to improve the culture towards “retention conversations”. They should be had in advance of someone getting to the point where they’ve made the decision to leave the organisation.</p>				<ul style="list-style-type: none"> Draft KPI’s for stage 1 and stage 2 have been created and require workshopping to ensure appropriate consultation has taken place. An HR SPOC has been identified to assist with data requirements from across the force. Research with “other” forces is underway to seek existing good practice. An interim process for recontacting recent leavers (#38) is being considered. 					

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Our Network Map

LGBT + Staff
Support
Network

CoLP
Federation

Black Police
Association

Health and
Wellbeing

Disability
Enabling
Network

Association
of Muslim
Police

Gender
Equality
Network ;

Women's Sub
Group

Men's Sub
Group

Menopause
Action Group

Parenting
Support
Network

Page 43

Interfaith
Association

Unite Trade
Union

Polish
Network

GMB Trade
Union

Gypsy Roma
and Traveller
Network

Christian
Police
Association

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Recruitment & Onboarding

Year 3 Tracker 19th July 2022										
Month	Year 3 Uplift	PCDA/ DHEP/IPLDP+/Pre Join	Police Now	DHEP – Direct Entry Detective	Transferees	Rejoiners	SOC ROCU	Returners (secondment)	Leavers Estimate	End of Month Headcount
Apr-22	894						1		(20)	875
May-22	875				4		1		(7)	873
Jun-22	873				5				(9)	869
Jul-22	869				6				(4)	871
Aug-22	871	50			10				(7)	924
Sep-22	924	50			8				(3)	979
Oct-22	979				14	5			(26)	972
Nov-22	972	50			13				(16)	1,019
Dec-22	1,019				8	5			(19)	1,013
Jan-23	1,013	40		20	0			1	(16)	1,058
Feb-23	1,058				0				(18)	1,040
Mar-23	1,040		10		0			1	(16)	1,035
Closing headcount at 31st March 2023	1,035									
Year 3 target headcount	995	* Inc additional 9 from SOC Uplift**		TARGET:						
Recruitment required from 1/4/22 to meet Year 3 target	101			PCDA/ DHEP/Pre Join/IPLDP+	190					
Recruitment ambitions to 31/3/23	302			DHEP – Direct Entry Detective	20					
Attrition to 31/03/23	(161)			Police Now	10					
Over/(Under)	40									

- a. The above Year 3 tracker remains broadly unchanged since June's update to Police Authority Board. There have been some slight amendments on the training calendar, namely around student constable intake start dates. There are still planned intakes due to commence in August, September, November, January, and a Police Now intake in March 2023. Attrition is also below predicted levels, which is commensurate to the number of transferees joining the Force, which has been reflected in July and August's figures on the Year 3 Workforce Tracker. However, we are seeing a trend with officers applying to transfer to the MPS (currently 14).
- b. In terms of achieving the IPLDP+/Pre-Join intake of 50 new constables in August, the Force are running two cohorts of 25 that are two weeks apart (8th and 22nd August respectively). This will allow for additional resilience in the event of unforeseen circumstances, such as welfare issues and candidates wanting to defer due to it being the summer period. The Force currently have 27 student constables that are cleared of all pre-employment checks and have been given final offers and confirmed acceptance to start on 8th August 2022. This again has been overpopulated to provide resilience as it can be invidious to predict candidate behaviour in the run up to a cohort starting.
- c. In terms of the August 22nd cohort, there are currently 13 new constables that have cleared all pre-employment checks and have been given final offers and confirmed acceptance. The Police Uplift Programme (PUP) team are currently working hard to increase the number on this intake on the run up to the start date

d. With regards to the September intakes, the Force have a cohort of 25 officers planned for the Police Constable Degree Apprenticeship (PCDA) entry route as well as an additional 25 officers scheduled to join on the Degree Holder Entry Programme (DHEP) route. Both of these intakes will be supported by Coventry University, as the Force's chosen Higher Education Institute. In terms of the PCDA and DHEP September cohorts, there is a current pool of 89 candidates, all of which have conditional offers and 10 are at the Risk Managed vetting stage.

Current Candidate Breakdown by Entry Route as of 19th July 2022

Overview of Intakes /Offers									
19/07/2022	Total Pool at conditional offer stage	Final Offer Accepted	At Vetting Risk ma	Conditional offers	Male	Female	Gender Not stated	Ethnicity /not stated / prefer not to say	
IPLDP & Pre Join August intakes	52				38	14	0		21
8th August 2022			27	6	22	4	0		4
22nd August 2022			13	7	9	3	0		3
PCDA	39				31	7	1		11
19th September 2022		4-awaiting acceptance			4	0	0		1
DHEP	50				37	13	0		22
DHEP -26 September 2022			4		3	1	1		1
Next Day 1 -Online Assessment	18-25 August 22								
Day 1 results pending	62 candidates from 1 st - 8 th June - Results -18 passes/14 fails -more results to follow				50 candidates from 14 th - 21 st June - 23 Pass /18 failed /7 still awaiting result				
Next Day 2 -	19,20,21 July 2022 -Booked to attend 37			Next Day 2 (16,17,18 August 2022)					
Overview of applicant pool									

e. From the student constable intakes, 75% are male and 25% are female. 76% are non-BAME and 11% are from a Black, Asian, and Minority Ethnic background. This data is not currently in line with force ambitions, however, this is a challenge that is not unique to the Force and most forces nationally are not meeting their diversity ambitions. However, they are employing a number of options in line with our continued Outreach and Comms Strategy, including the following:-

- Placing job adverts to target particular groups, to increase the number of applicants from underrepresented groups. This could include part time, flexible working and job share adverts as it is know more female officers apply for this than male ones. Increasing targeted advertising on popular female social media platforms.
- Including statements in job adverts to encourage applications from under-represented groups, such as 'we welcome female applicants'.
- Offering training or internships to help certain groups get opportunities or progress at work. This would include input from the women's network and other staff associations

- Offering shadowing or mentoring to groups with particular needs. This would also be expanded to assistance with promotion preparation for anyone with protected characteristics at underrepresented ranks.
- Hosting further open days/webinars specifically for under-represented groups to encourage them to get into a particular field.

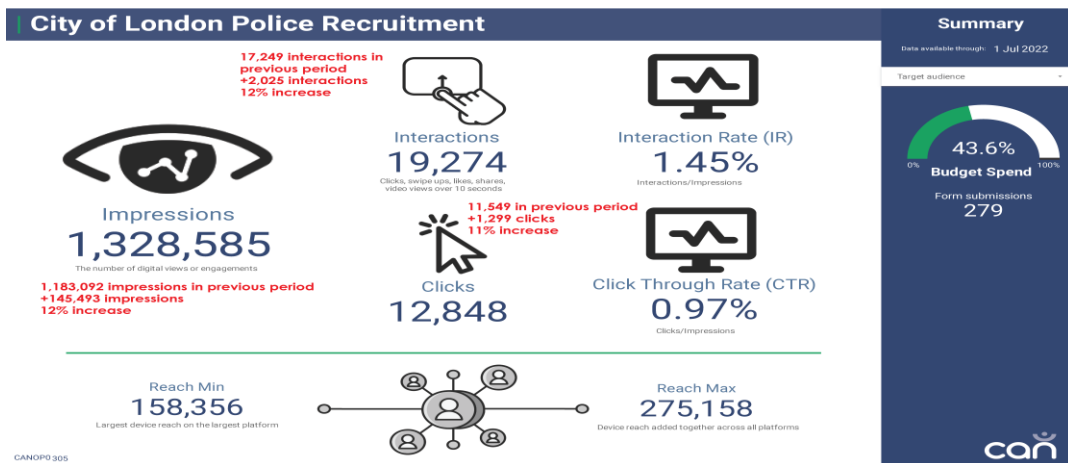
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Appendix D - Advertising and Communications

- a. The Force's new recruitment and advertising campaign went live on 6th May and below is the latest data, which shows an progressive increase in number of social media posts, impressions and engagements. This continues to be monitored and scrutinised via weekly PUP Grip meetings.

Date	Number of posts	Total impressions	Total engagements
06/05-20/05	36	94,513	3,360
21/05-03/06	56	367,694	12,840
04/06-15/06	101	449,995	17,903
15/06-29/06	127	506,413	19,951
	+26	+56,418	+2,048

- b. The transferee social media campaigns continue, with 6 being live on the Force social media platforms. The Force Corporate Communications have also launched Instagram reels of operational units (both uniform and detective) and work is ongoing to create force recruitment and outreach videos and these are expected to be completed in August with Corporate Communications sign off.



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Appendix E

Police Authority Board - Professional Standards and Integrity Committee Quarterly Equality and Inclusion Update - August 2022

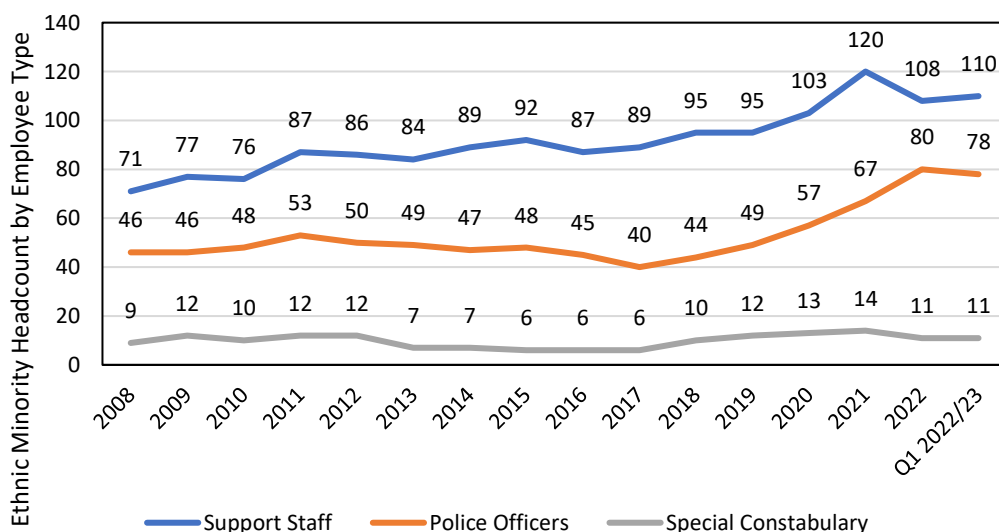
Workforce Monitoring Report

Ethnicity

1. For this reporting period (1st April 2022 to 30th June 2022), the number of Ethnic Minority (excluding white minority) Police Officers has slightly decreased to 78 due to a couple of resignations. The number of Ethnic Minority (excluding white minorities) Police Staff has increased to 110. The graph below represents the number of Ethnic Minority Police Staff, Officers, and Special Constabulary within the Force at the end of each financial year from 2007/8 to 2021/22 and Q1 2022/23.
2. When compared nationally, the Force's Staff Ethnic Minority representation rate is currently ranked second highest among all national forces (not including BTP) and is sixth highest for Officer representation (not including BTP).
3. The force's Equality & Inclusion Operational Board oversees the work on the NPCC plan. The force has made improvements in a number of areas. The force now has innovative advertising and attraction campaigns and is supporting internal applicants through application writing and interview workshops. In addition, there has been an introduction of a buddy system where Ethnic Minority officers are supported by a buddy when they join the force.

Force Workforce Profile by Ethnicity 2008-2023 (financial year)

COLP Workforce Ethnic Minority Profile (FY 2008 - 2023)



Gender

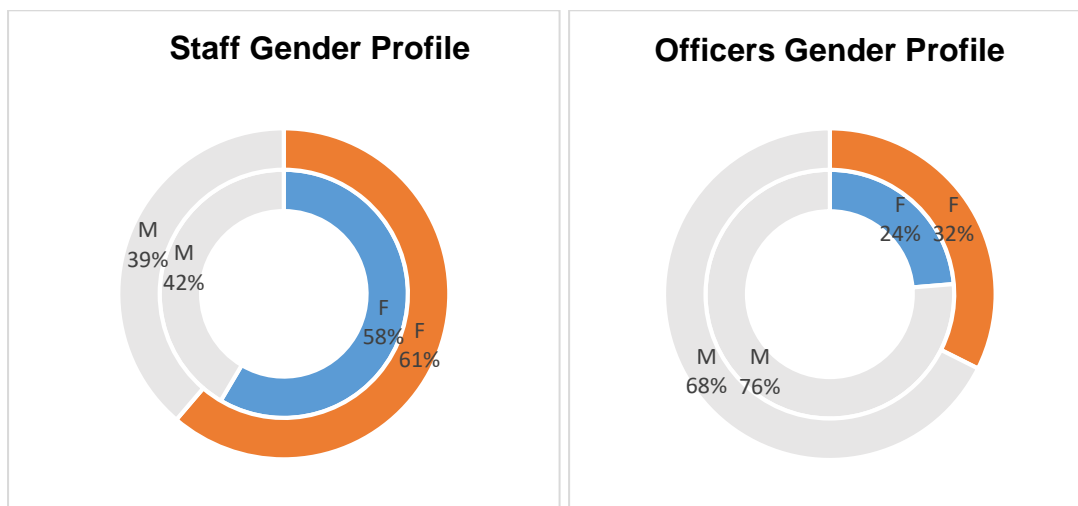
- The percentage of female Police Officers stands at 23.7% in June 2022. As part of 2019-2024 People Strategy, the Force is continuing to undertake a number of activities to improve female representation. Approximately 26.1% of applications received during the period (April – June 2022) for Police Officer recruitment campaigns (internally and externally advertised) were from female applicants; 9.1% of Police Officer joiners were female in the reporting period. The Force can seek to increase the female representation by a number of methods including the wording of the adverts to reflect more flexibility in our offerings.

The national average for female Police Staff stands at 61.2% as of 31 March 2021, as of June 2022 the Force's female Police Staff representation rate is 58.5%. It is worth noting that the force has a more even representation of male and female Police Staff.

- In regard to improving the female representation the Force are looking at retention strategies such as supporting females back to the workplace following maternity leave as well as bespoke attraction campaigns and amended recruitment adverts which support flexible working.
- Following the second successive year of the Direct Entry Detective Programme, where 75% of those that joined were female in March 2022, the Force are collaborating with Police Now again, to recruit a higher intake of recruits for 2022/23. During the student officer campaigns the Force have been running positive action events including webinars to candidates where the Force have female officers taking part to encourage female applicants to apply.

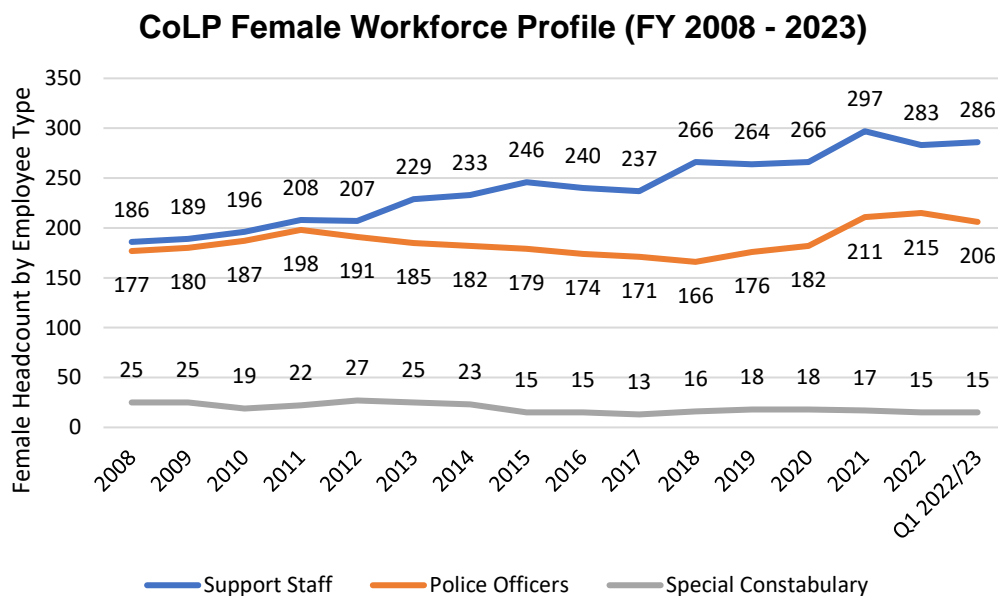
Gender Comparison

- City of London – June 2022
- National Comparison (England and Wales) - March 2021



Workforce Female Gender Profile – 2008-2023

Looking at the graph below, the reduction in female officer headcount is related to the number of female officers leaving the force in the last three months, the majority of which retired from policing, as well as a number of female Officers going on secondment to other forces or associated organisations. Secondments out of force can be great development opportunities for Officers in which they can gain additional skills to put into practice on their return to the Force.



Disability

7. The Force’s disability profile remains similar to data previously reported with 21 Police Officers and 12 Police Staff currently identifying themselves as having a disability.
8. As of 30th June 2022, 42 Officers are working under ‘recuperative duties’ (short term) and they currently have 35 Officers on adjusted duties (long term).

The force has in-house Dyslexia Assessors which support colleagues on all matters related to dyslexia including reasonable adjustments.

Sexual Orientation

9. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 37 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual (38 previously reported), with 833 employees choosing not to disclose this information or choosing “prefer not to say”.

Age

10. The current age profile of the Police Staff workforce ranges between 18 and 65+. There are currently 176 Police Staff aged 50 and over. 313 members of Staff are between the ages of 18 and 49.
11. The age profile of Police Officers ranges between 20 and 60+. There are currently 153 Police Officers aged 50 and over. Police Officers can retire once they complete 30/35 years' service (depending on pension scheme). The Force currently has 10 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 18 Officers that could be eligible to retire in 2022/2023 as they currently have 29 years' service.

Religion and Belief

12. Currently 22.8% of the total workforce (Police Officers & Police Staff) identify themselves as Christian; 2.4% Muslim; 0.7% Hindu; 0.5% Buddhist. 1.3% identified as having another religious belief, 0.4% Jewish and 0.6% Sikh, whereas 71.3% either have no religion, prefer not to say or have chosen not to disclose their religion or belief.

Promotions

13. There were 4 promotions campaigns between August 2021 – July 2022 at various stages of recruitment/on-boarding including a Superintendent, Chief Inspector, Inspector and Sergeant campaign. (Another 3 promotion campaigns took place in this time period but due to a different application process diversity information is not collected at recruitment stage.) Of the 4 main promotions campaigns, 17.1% of applicants were female and 7.2% of applicants were from an ethnic minority background. Of those that were successful at interview, 21.4% were female and 5.4% were from an ethnic minority background.

Appendix E – KPI Measures Table (August 2022 update)

Workstream	Overview of activity	Success measures
Community Engagement	Increasing our legitimacy & confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime & scrutiny of police power such as stop and search	<ol style="list-style-type: none"> 1. Community confidence & satisfaction measures through surveying victims of crime & the wider community 2. Sampling of stop & search & use of force incidents by our independent Advisory Scrutiny Group % graded as good & excellent v those requiring improvement 3. Number & breadth of community events attended each month and proactive communications out to communities
Recruitment Development & Progression	Building a diverse workforce in tune with London including people from black & minority communities, women, and LGBT. Ensuring we develop our workforce to achieve their potential and be the very best for the community. We will strive to improve our representation of underrepresented groups at all levels of the organisation & in specialist roles.	<ol style="list-style-type: none"> 1. To recruit 40% of visible ethnic minority student officers in each new intake 2. Per year we improve our representation of visible ethnic minority employees by 3.23% 3. Increasing number of employees from a black minority background successful at promotion processes 4. The total number of new joiners to The Force each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service 5. Per year to improve 0.35% employees from a LGBT background
Culture & Leadership	Work to build leadership capability across the force and build a workforce culture that it is truly inclusive & embeds our diversity & inclusion ambitions at all levels of the force. A workplace which people are proud of & one where the force is an employer of choice.	<ol style="list-style-type: none"> 1. Our staff engagement score through surveying over the next 3 years increases Scores specifically relating to feelings of inclusion, leadership & culture related responses 2. 100% of eligible workforce having attended annual values, standards & ethics inputs by 03/23 3. No of staff members engaged in external attachments & CPD events/ support to voluntary organisations (+ direction of travel)
Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people & increase productivity	<ol style="list-style-type: none"> 1. Specific staff survey questions in relation to feelings of well-being to improve over the 3 years. 2. Op Hampshire 75% outcome rate for assaults and hate crime committed towards staff.
Retention & Exiting	Ensuring that the service retains talent particularly from under-represented groups. Exploit opportunities for entry & re-entry at different levels & specialisms into the service. Understand why staff are exiting the service & use insight & data to improve retention.	<ol style="list-style-type: none"> 1. Line managers to offer an exit interview to all those intending to leave – Target of 100% 2. The % exit interviews completed officers and staff 3. Retention rates over the next 3 years (excluding retirements, transferees & ill health) are improved against the 2021 baseline 4. % of leavers that are contacted by the force within 12 months in respect of opportunities to re-join 5. Retention – Black, Asian and Minority staff Black, Asian & minority ethnic attrition rates for voluntary leavers are equal to or better than the rates for non-Black, Asian and Minority Ethnic colleagues (xx% the baseline figure now) 6. Retention female staff - female attrition rates for voluntary leavers are equal to or better than the rates for male leavers (xx% baseline)

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Our Culture

Integrity Professionalism Compassion


Developing
Our People
Framework



DA Matters
training




Ethics & Culture
Workshops



Women Only
Personal Safety
Training




Listening Circles
for Women &
Minority Groups



Focus-on
Sessions





Positive Action
Leadership
Scheme



People &
Culture
Development
Programme




Our People
Conference



Professional
Standards
Newsletter



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Professional Standards and Integrity Report Sept 2022

Committee(s): Professional Standards and Integrity	Dated: 26092022
Subject: Action Fraud Statistics – Quarter 1 – 1 st April 2022 – 30th June 2022	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	For Information
Report author: Det Supt Dermont Robinson / PC Ann Roberts Analyst - Professional Standards Department	

Please refer to Glossary provided (Appendixes)**Executive Overview**

This document contains the statistics prepared by the Professional Standards Directorate and Action Fraud for the first Quarter of 2022/23 (April to June).

Data	<p>Following changes to the Misconduct Regulations there are now two full data set years for comparative data. All logged complaints include all dissatisfaction.</p> <p>Action Fraud data is referred to in the overall figures reported in the main PSI report to provide an overview of the Professional Standards Directorate workload, however the details have been removed and reported separately within this document.</p>
Action Fraud complaints	<p>Action Fraud – a National Service – continues to generate a greater volume of complaints than the City of London Police. This is a very small proportion against the volume of Action Fraud incident reports recorded.</p> <p>Complaint data has seen the number of complaint cases logged to a total of 111 in Q1. This is a decrease against the previous quarter (43%). This decrease is comparative against the large increase (due to a change in logging of complaints) during Q4, compared against earlier quarters this is an increase but average based against 5 quarters.</p> <p>The complaints are broken down as 7 logged under Schedule 3, and 104 not within Schedule 3.</p>

Professional Standards and Integrity Report Sept 2022

	<p>Changes to the Police Complaint & Conduct regulations in 2020 placed a greater emphasis on handling complaints in a <i>reasonable and proportionate</i> way and in a more customer focused manner.</p> <p>Reports of dissatisfaction are logged and assessed in line with Schedule 3 of the Police Reform Act 2002 and IOPC Statutory Guidance 2020 and this assessment can result in one of a number of outcomes;</p> <ul style="list-style-type: none"> • Non-Schedule 3 or early service recovery. PSD will make early contact with the complainant to understand their concerns and their dissatisfaction and, where the nature of their dissatisfaction allows, will try to resolve it to their satisfaction. This avoids a more lengthy process of investigation and can provide a complainant with an early resolution, explanation or other satisfactory outcome. If at the end of this process, it cannot be resolved it may be dealt with as a formal complaint within Schedule 3. • Schedule 3 Recorded – IOPC Statutory Guidance stipulates where complaints must be recorded and those that must be investigated; these include the more serious matters. Complaints which do not require an investigation will be handled in a <i>reasonable and proportionate</i> manner to try to achieve an earlier resolution to the complainant’s satisfaction, while others will be investigated formally. At the end of this process if the complainant remains dissatisfied with the outcome of the complaint they have a right of review by either the Local Policing Body or the IOPC, depending on the seriousness of the allegation. • Referral to Independent Office for Police Conduct – some complaints may be referred to the IOPC and they may decide to independently investigate or oversee a police investigation. The IOPC also monitor our complaints system. <p>The volume of logged complaints is extremely low compared to the number of fraud reports to Action Fraud. In Q1 of the 2022/23 financial year Action Fraud (AF) recorded 129,218 reports on the National Fraud Database consisting of 89,577 crime reports and 39,641 Information reports.</p>
<p>Nature of Allegations</p>	<p>Of the 118 allegations recorded during Q1 2022/23 the highest number was in the category of, A1 – Police action following contact (57) followed by A2 – Decisions (25) followed by A3 – Information (17). Reasons for complaint mostly relate to customer expectation of Action Fraud, with either the lack of contact or investigation cited.</p>

Professional Standards and Integrity Report Sept 2022

Finalised Allegations	<p>The total number of allegations finalised during Q1 is 66 compared to 178 in the previous quarter.</p> <p>Cases often contain more than one allegation; the number of cases finalised in Q1 is 77. 52 outside of Schedule 3 and 25 Schedule 3.</p>
IOPC Reports	<p>The IOPC has recently published the second annual complaint bulletin in the new format following the amendments to the Police Conduct Regulations. The IOPC has yet to publish a Quarterly bulletin in the same format. The IOPC place a caveat to the City of London Police statistics to reflect the Action Fraud complaints as they are combined. A CoLP commentary sheet has been published on the IOPC website with an explanation regarding the combined statistics.</p>
Appeals	<p>None received.</p>
IOPC investigations	<p>There are currently no live IOPC investigations.</p>

Professional Standards and Integrity Report Sept 2022

Content

Part A – Complaint Cases and Allegations

Table 1 - Quarterly comparisons for Complaint Cases

Table 2 - Quarterly comparisons for Allegations

Table 3 – Quarterly comparisons for Allegations Finalised

Part B - Appeals

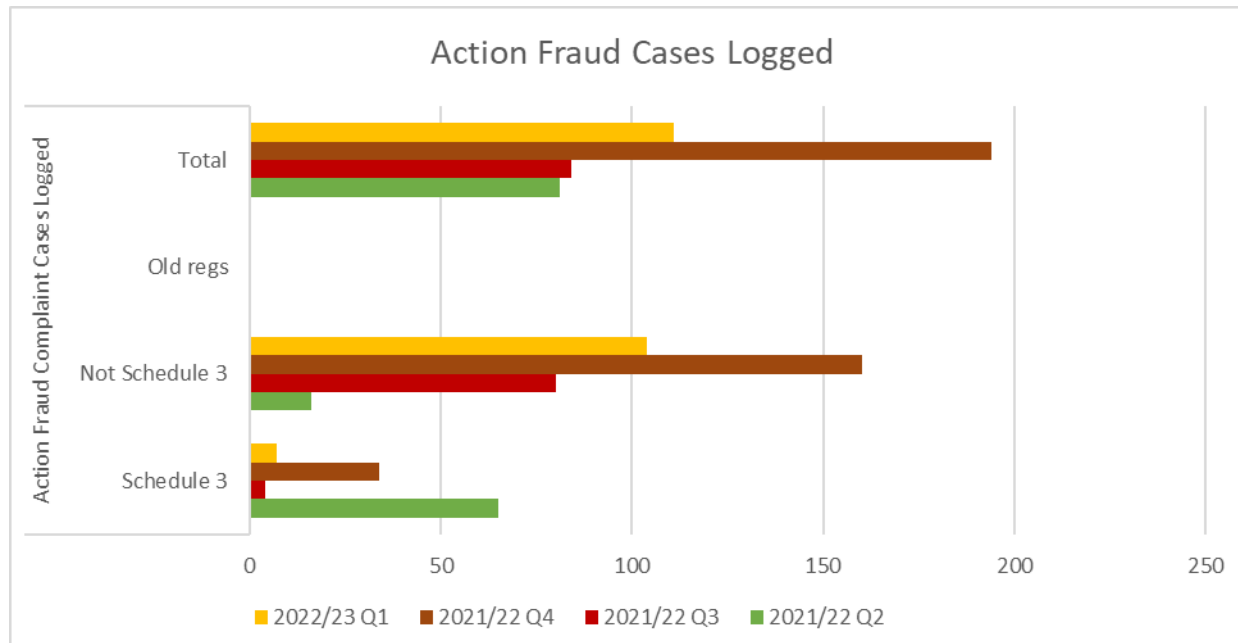
Part C – IOPC

Part D – Learning

Professional Standards and Integrity Report Sept 2022

Part A – Complaints & Allegations

Table 1 - Quarterly Comparisons for Action Fraud Complaint Cases



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Themes of complaints received

An analysis of complaints and dissatisfaction reports received over the previous 12 months, has been undertaken, detailed below. The highlighted ones are the top 3, most commonly received.

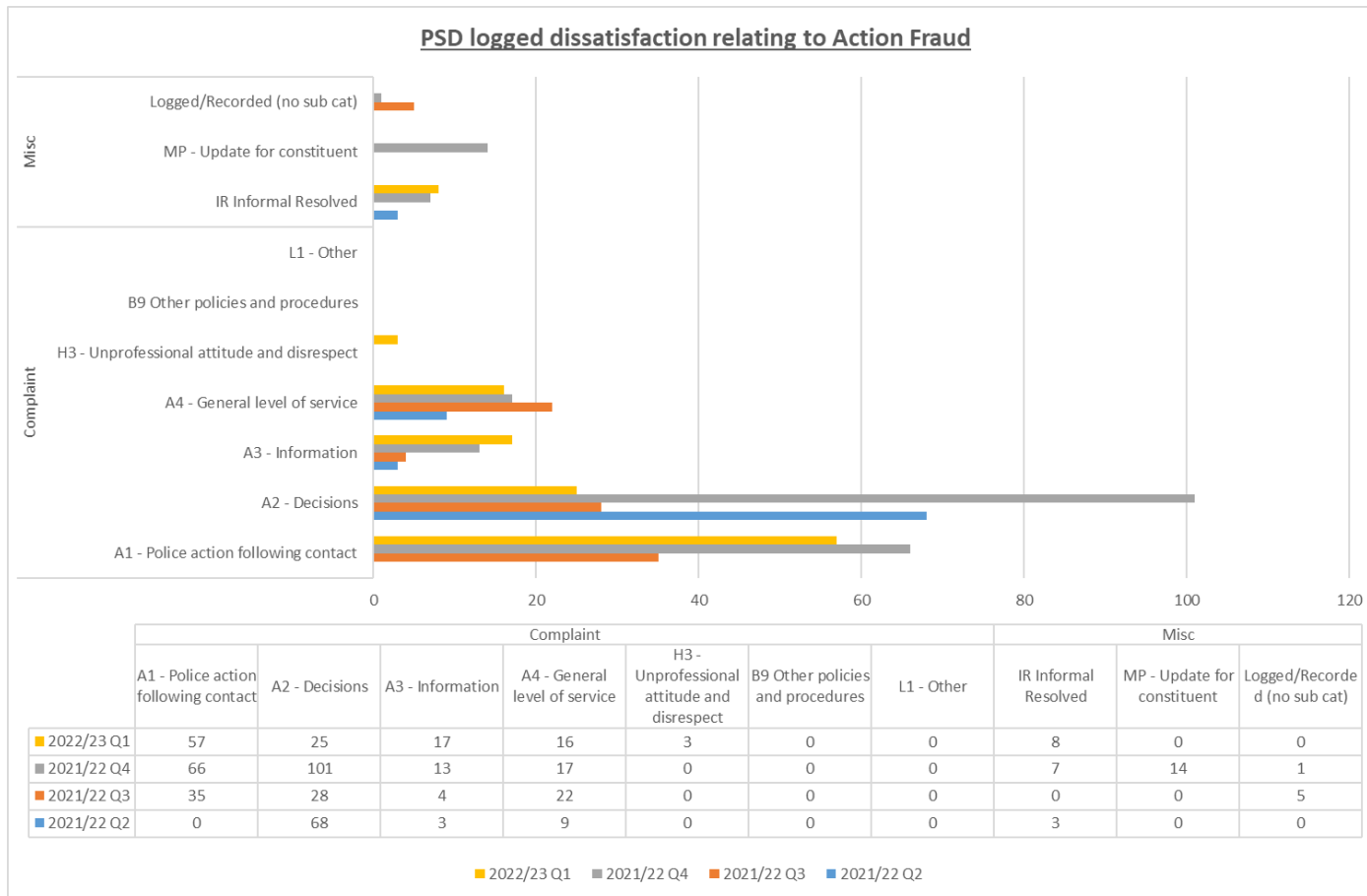
- **AF has not investigated a report made**
- **NFIB has not investigated a report made**
- **Complainant advised that there are no viable lines of enquiry to investigate their report, when viable lines of enquiries have been provided**
- No update was provided, following report made to AF
- Report disseminated by NFIB has not been investigated by the relevant force
- A report made direct to a local force has not been investigated
- A reported crime is recorded as an Information Report

Within any given complaint, often several of the above are quoted. Circa 95% of complaints are made up of the 3 highlighted areas above, with the remaining 5% across all others.

- The number of Action Fraud complaints logged in Q1 2022/23 is 111 which is a decrease of 83 (43%) from the previous quarter. (see below re Q4 data collection).
- 104 of these complaints fell outside of Schedule 3, 7 were within Schedule 3.
- Recording standards require all customer dissatisfaction to be logged and the volume of reporting. At the beginning of 2022 (Q4) a decision was taken to record all Action Fraud complaints received by PSD and those received directly by the Action Fraud team. This is to ensure an accurate record is kept of the demand being dealt with and also enables relevant cases to be escalated to be dealt with under Schedule 3 timely. Q4 absorbed some backlog and increased data for this period.
- Additional information has been added to the AF website, which answers identified key complainants' frustrations. This informs potential complainants that the complaints process is not a mechanism to overturn the decision of NFIB, not to review and forward to a force for their consideration.
- In Q1 of the 2022/23 financial year Action Fraud (AF) recorded 129,218 reports on the National Fraud Database consisting of 89,577 crime reports and 39,641 Information reports.
- The complaint figures (total) represent 0.008% of the total number of Action Fraud reports recorded in Q1.

Professional Standards and Integrity Report Sept 2022

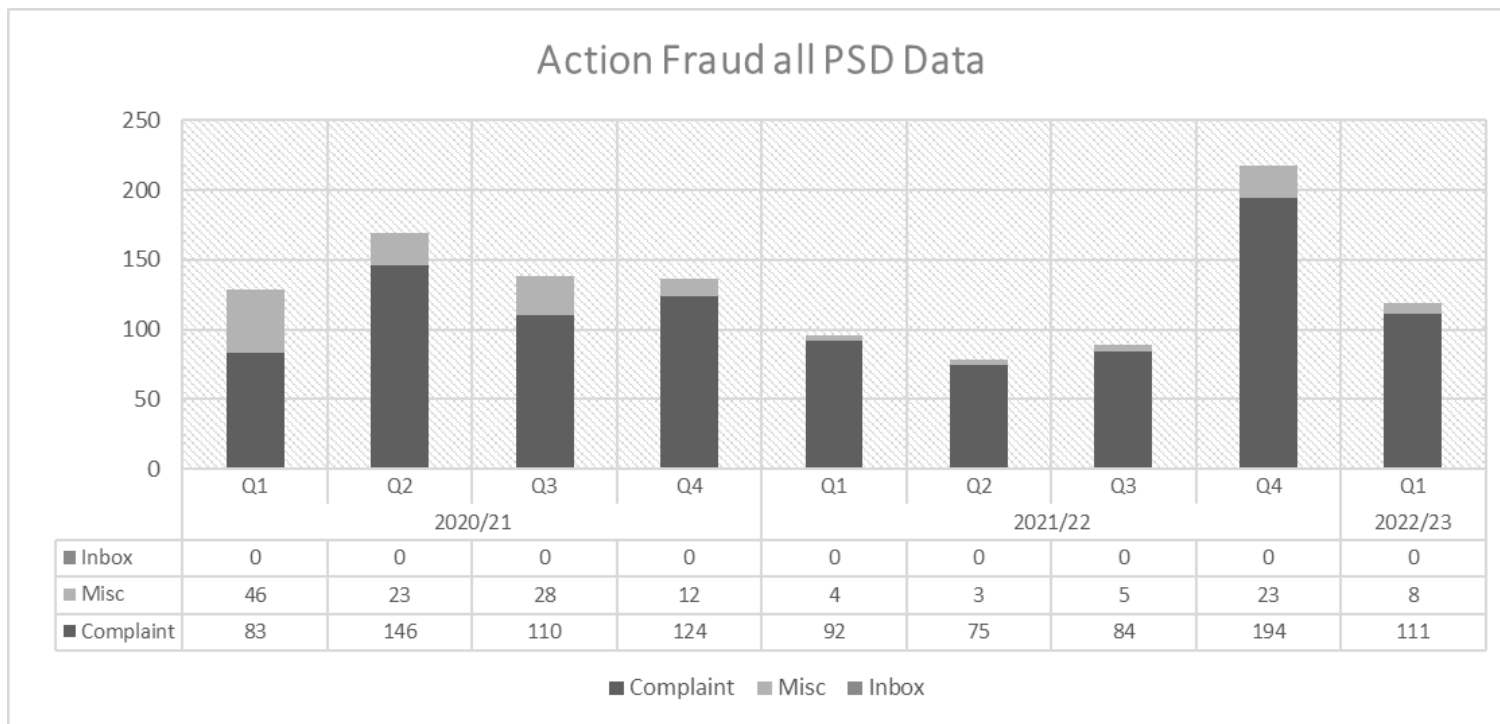
Table 2 - Quarterly Comparisons for Action Fraud Allegations



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- Of the 118 allegations recorded during Q1 2022/23, Police action following contact was the highest category with 57, followed by Decisions 25, followed by Information 17. The graph visualises the trend of Decisions over the rolling yearly data being the highest category by far.
- Miscellaneous cases are being logged where members of parliament are making contact on behalf of constituents or if not clear if a complaint is being made. This number had dropped since letters explaining the AF system have been written to all Members of Parliament, and the changes to the recording standards in the regulations.
- The IOPC has recently published the yearly bulletin covering 2021/22. This includes AF data and is not separated out from CoLP complaint data. A commentary sheet has been included with this bulletin on the IOPC website to explain the data.
- Until the IOPC publish the quarterly bulletins we do not have any National data to make allegation type comparison with, or which allegation types will be the highest categories. It is unlikely that AF will be able to be compared against any other National data, being unique.

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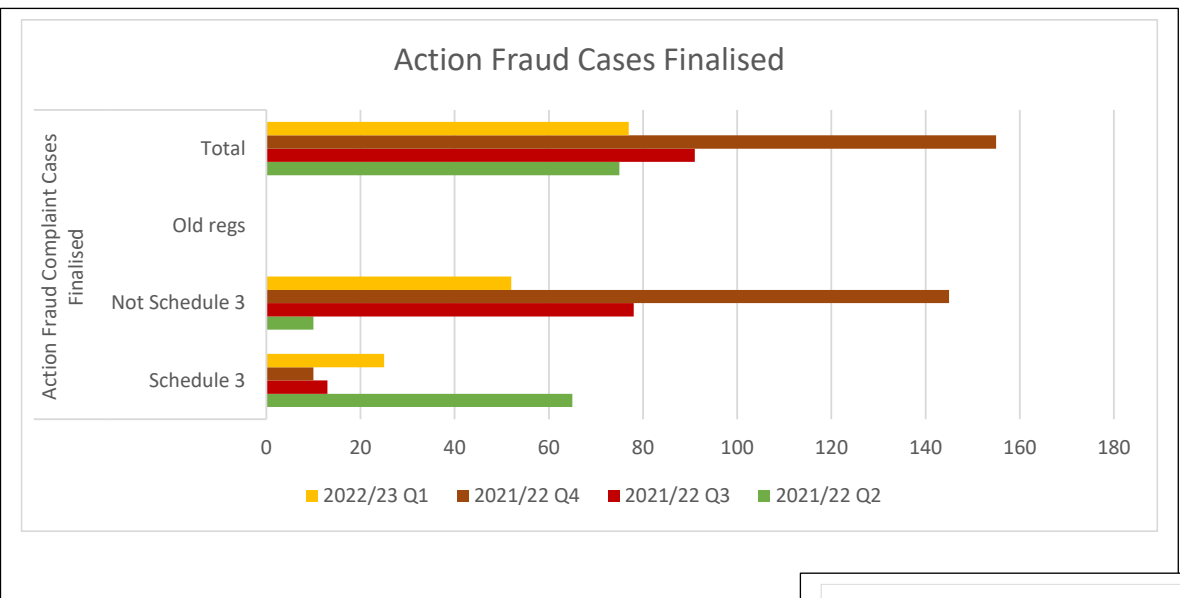
The vast majority of Action Fraud complaints cite a lack of response or investigation. Prior to changes to the Police Regulations these were usually resolved informally through service recovery by providing an update/explanation to the complainant and a swift resolution. ALL expressions of dissatisfaction are now formally logged, therefore as anticipated there is an overall rise in complaint numbers (majority of which fall within the AF service). All forces are likely to see an increase in complaint numbers, which will be reflected in the IOPC bulletins when published. The City of London bulletin contains all data including AF data.

Due to these changes to recording standards, at the beginning of 2022 (Q4) a decision was taken to record all Action Fraud complaints received by both PSD and those received directly by the Action Fraud team. This is to ensure an accurate record is kept of the demand being dealt with and also enables relevant cases to be escalated to be dealt with under Schedule 3 in a timely manner. This increase in complaints is reflected in the data (Q4). The upward trend in AF complaints is likely to continue or to show a plateauing over the forthcoming quarters. Positive changes to the AF website and overall communication strategy surrounding the AF service will assist in maintaining low complaints (compared to the volume of crime reports) of this national service. Q1 compared against previous quarters to Q4 is slightly higher, but is average against the previous 5 quarters including Q4 data.

Action Fraud call centres are working with CoLP to manage customer expectations. PSD is working with the NFIB to resolve simple dissatisfaction with early intervention especially around perceived lack of response. Action Fraud is recruiting staff to assist in raising the expectations of the service.

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Table 3 – Finalised – Cases and Allegations – Q1



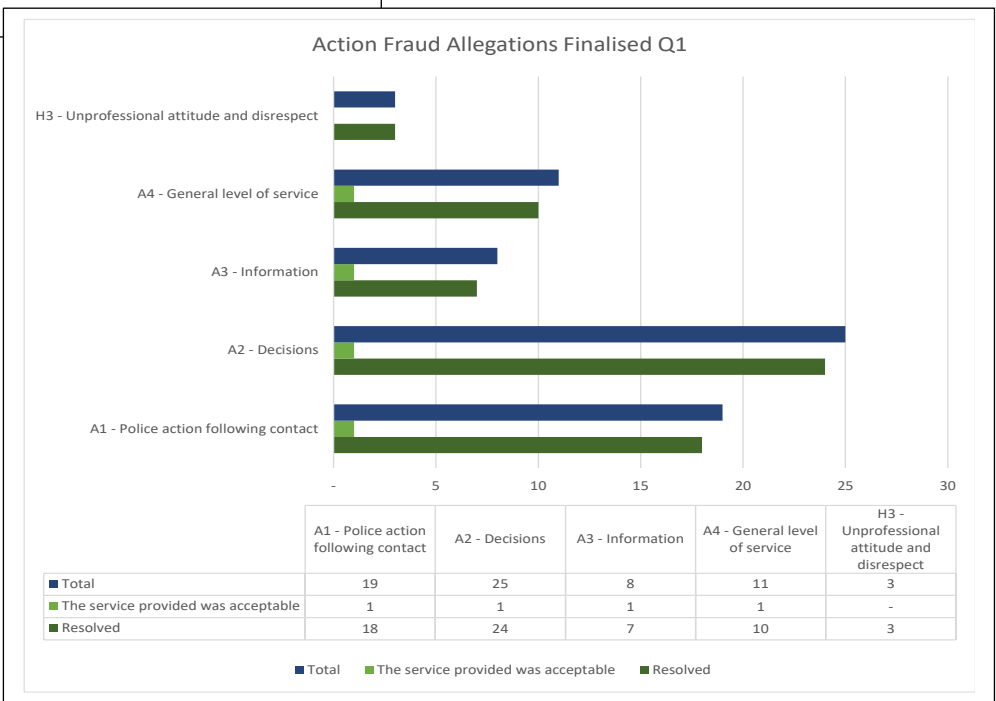
AF Finalised Cases: -

- 77 Action Fraud cases have been finalised during the Q1 2022/23.
- 52 fell outside of Schedule 3.
- 25 fell within Schedule 3.
- Q1 saw finalisations decrease by 78 cases (50%) against the previous quarter.

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AF Finalised Allegations: -

- 66 allegations have been finalised in Q1 2022/23.
- No outcomes were found that the Service provided was not acceptable.
- 62 (94%) allegations were Resolved.
- 4 allegations Service was found to be acceptable.



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Part B –Appeals

None

Part C - IOPC

No cases been brought to the attention of IOPC

Part D –Learning

Action Fraud Complaints

- Additional information has been added to the AF website, which answers identified key complainants' frustrations. This informs potential complainants that the complaints process is not a mechanism to overturn the decision of NFIB not to review or forward to a force for their consideration.
- To increase service delivery/service recovery, more complainants are being telephoned to discuss their complaint. This is well received and alleviates the need for written communication.
- Within conversations, and included in written communication, crime prevention advice is now provided with details of other agencies that maybe best placed to deal with their dissatisfaction. This has increased the number of complaints dealt with outside of schedule 3, therefore reducing demand and resource required and ensuring that complainants receive the most appropriate advice and response.
- MP's and Home office have been provided with Q&A's, that fully explain the role of AF and NFIB, and the remit of the complaints process. This has reduced the amount of MP letters being received as MP's and Home Office are able to engage with their constituents, without the need to forward their issues to PSD.
- 28 day update template letter from AF has been changed to better inform victims why their report is not referred for investigation. This is designed to overcome the problem with the current template saying that there are 'no viable lines of enquiry' when the victim feels there are, which has been generating complaints (even though this is addressed in the FAQs on the AF website).

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