



City of London Police Authority Board

Date: THURSDAY, 21 OCTOBER 2021

Time: 10.00 am

Venue: COMMITTEE ROOMS, GUILDHALL, LONDON EC2V 7HH

Members:

Deputy James Thomson (Chair)	Alderman Professor Emma Edhem
Tijs Broeke (Deputy Chair)	Alderman Timothy Hailes
Caroline Addy	Graham Packham
Munsur Ali	Dawn Wright
Douglas Barrow	Andrew Lentin (External Member)
Nicholas Bensted-Smith	Sir Craig Mackey (External Member)
Deputy Keith Bottomley	Deborah Oliver (External Member)

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

Accessing the virtual public meeting

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

<https://youtu.be/KKY4K0Glquk>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Lunch will be available in the Guildhall Club from 12.15pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public 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 meeting held on 19 September 2021.

For Decision
(Pages 7 - 16)
4. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 17 - 18)
5. **PROFESSIONAL STANDARDS & INTEGRITY COMMITTEE MINUTES**
To receive the draft public minutes and non-public summary of the Professional Standards & Integrity Committee meeting held on 8 September 2021.

For Information
(Pages 19 - 26)
6. **CHAIR'S PUBLIC UPDATE**
The Chair to be heard.

For Information
(Verbal Report)
7. **COMMISSIONER'S UPDATE**
Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)
8. **NATIONAL LEAD FORCE**
Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

9. **EQUALITY & INCLUSION**

- a) **Equality and Inclusion Highlight Report** (Pages 27 - 52)
Report of the Commissioner.
- b) **Equality and Inclusion Highlight Report - Supplementary** (Pages 53 - 56)
Report of the Commissioner.

10. **STAFF SURVEY 2020 UPDATE**
Report of the Commissioner.

For Information
(Pages 57 - 70)

11. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**
Report of the Commissioner.

For Information
(Pages 71 - 82)

12. **CITY OF LONDON POLICE VOLUNTEER CADETS**
Report of the Commissioner.

For Information
(Pages 83 - 100)

13. **VIOLENCE AGAINST WOMEN AND GIRLS; REBUILDING TRUST**
Report of the Commissioner.

For Information
(To Follow)

14. **ICV ANNUAL REPORT 2020-21**
Report of the Town Clerk.

For Information
(Pages 101 - 114)

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

For Information
(Pages 115 - 116)

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

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

18. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

19. **NON-PUBLIC MINUTES**

To agree the non-public minutes and of the meeting held on 19 September 2021.

For Decision
(Pages 117 - 124)

20. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 125 - 128)

21. **PROFESSIONAL STANDARDS & INTEGRITY COMMITTEE MINUTES**

To receive the draft non-public minutes of the Professional Standards & Integrity Committee meeting held on 8 September 2021.

For Information
(Pages 129 - 132)

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

The Chair to be heard.

For Information
(Verbal Report)

23. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

24. **NATIONAL LEAD FORCE**

Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

25. **CITY OF LONDON POLICE MTFP 2022-2026 MITIGATION PROPOSALS**

Joint report of the Commissioner and Police Authority Treasurer.

For Information
(To Follow)

26. **THE NPCC CYBERCRIME PROGRAMME NATIONAL FRAMEWORK
AGREEMENT FOR THE PROVISION OF CRYPTOCURRENCY STORAGE AND
REALISATION SERVICES - INCREASE IN CONTRACT VALUE**

Report of the Chamberlain.

For Decision
(Pages 133 - 138)

27. **POLICE ACCOMMODATION STRATEGY: PHASE 3G MOUNTED UNIT**

Report of the City Surveyor.

For Information
(Pages 139 - 152)

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

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

Part 3 - Confidential Agenda - Circulated Separately

30. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 19 July 2021.

For Decision
(To Follow)

31. **TOM UPDATE**

Report of the Town Clerk.

For Information
(To Follow)

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CITY OF LONDON POLICE AUTHORITY BOARD **Thursday, 23 September 2021**

Minutes of the informal meeting of the City of London Police Authority Board held virtually on Thursday, 23 September 2021 at 9.00 am

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chair)
Caroline Addy
Douglas Barrow
Nicholas Bensted-Smith
Alderman Professor Emma Edhem
Alderman Timothy Hailes
Graham Packham
Dawn Wright
Andrew Lentin (External Member)
Deborah Oliver (External Member)

Officers:

John Barradell	- Town Clerk
Douglas Trainer	- Deputy Town Clerk
Simon Latham	- Director, Police Authority
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of Police Authority Team
Rachael Waldron	- Compliance Lead, Police Authority Team
Andrew Buckingham	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Sarah Phillips	- Town Clerk's Department
Caroline Al-Beyerty	- The Chamberlain
Alistair Cook	- Head of Police Authority Finance
Sean Green	- Chamberlain's Department
Philip Mirabelli	- Comptroller & City Solicitor's Department
Ola Obadara	- City Surveyor's Department
Matt Pitt	- City Surveyor's Department
Kiki Hausdorff	- Remembrancer's Department
Philip Saunders	- Remembrancer's Department
Ruth Kocher	- Department for Environment
Chris Lovitt	- Department of Community & Children's Services

City of London Police:

Ian Dyson	- Commissioner of the City of London Police
Angela McLaren	- Assistant Commissioner

Cecilie Booth	- Chief Operating Officer and Chief Financial Officer
Christopher Bell	- City of London Police
Clinton Blackburn	- City of London Police
David Evans	- City of London Police
Fiona Murphy	- City of London Police
Martin O'Regan	- City of London Police
James Morgan	- City of London Police
Oliver Shaw	- City of London Police
Hayley Williams	- City of London Police
Alexander Wisbey	- City of London Police

1. APOLOGIES

The Town Clerk explained that this was an informal meeting. Any views reached by the Committee today would have to be considered by the Town Clerk after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflected the current position in respect of the holding of formal Local and Police Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

Apologies were given by Munsur Ali, Sir Craig Mackey and it was noted that the Commissioner would be joining the meeting late due to a prior engagement.

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 19 July 2021 be approved as an accurate record.

4. OUTSTANDING REFERENCES

The Board received a joint report of the Town Clerk and Commissioner which set out the public Outstanding References from previous meetings of the Board.

RESOLVED, That the report be noted.

5. COMMITTEE MINUTES

a) Strategic Planning & Performance Committee

Members received the draft public minutes and non-public summary of the Strategic Planning & Performance Committee meeting held on 6 September 2021.

b) Resource Risk & Estates Committee

Members received the draft public minutes and non-public summary of the Resource, Risk & Estates Committee meeting held on 6 September 2021.

c) Economic & Cyber Crime Committee

Members received the draft public minutes and non-public summary of the Strategic Planning & Performance Committee meeting held on 7 September 2021.

6. CHAIR'S PUBLIC UPDATE

The Chair provided the Board with a verbal update on the following areas:

- The success of the Police Authority Dinner held on 9 September 2021.
- The good output from the Strategic Communications and Engagement Plan, including monthly updates to PCCs.
- The Force and Authority were both making representations on the Online Safety Bill. There had been a push from stakeholders, trade and victim bodies, to see fraud included within that.
- Member engagement had increased through updates from the Sector Policing Teams. There was a desire to establish local panels and the Force was working with the Authority to clarify some of the details around that – but the initiative was welcomed.
- Further Member engagement took place in the form of briefings ahead of the Extinction Rebellion (XR) protests in August-September. The Force demonstrated strong partnership working, with good communication with the business community in particular. Further work to improve communications with residents was being explored and real progress had been made.

A Member commented on the increased social media presence from the Chair of the Board, which was a positive addition to the communications piece.

RESOLVED, that the update be noted.

7. COMMISSIONER'S PUBLIC UPDATE

Members received a verbal update of the Commissioner and Chief Officers, including an update on National Lead Force (NLF). The following areas were covered:

- Overall crime within the City had increased slightly as more people returned. This was to be expected as the City came back to life, which was to be welcomed. In comparison to 2019, crime was still reduced but this would continue to be monitored.
- XR presented a substantial challenge for the Force, City of London and local communities. The extra demands on the Force from increased

patrol to overtime . would be reported on in due course. Positive partnerships were established with businesses but also with communities and residents. The Assistant Commissioner thanked the local community for the support received. It was felt that communications had largely been positive throughout the protests.

- Tendering had closed on the Fraud and Cyber Crime Reporting and Analysis Service procurement (FCCRASP), with the bids going to the programme board and then FCCRASP Committee on 1 October 2021.
- There had been an article in MyLondon based on the results of the inclusive employer survey from 2020. This highlighted behaviours that were not welcome within the organisation. The Force gave assurance that equalities, diversity and inclusion (EDI) was being actively worked on, which had been reflected in the report to the Professional Standards and Integrity Committee (8th September) with reports due at the October Board. The Assistant Commissioner was acutely aware that COLP needed to be inclusive as well as diverse. It was a disappointing article to read but the Force acknowledged it and expressed a drive to improve.

With regard to the MyLondon article, the Force confirmed that it did not highlight any issues that were previously unknown, although it was also acknowledged that the Force could do more to make BAME colleagues feel more comfortable about coming forward to voice their concerns.

Whilst both the Board and officers agreed there was a lot of work to do, they also recognised that an enormous amount of work was already underway. There were six work streams being led by senior officers all reporting to an internal EDI Delivery Board. Key Performance Indicators (KPIs) were being developed, with an action plan already in place, in tandem with the work of the NPCC toolkit. More positive news from the IE survey included that two thirds of participants felt they were treated with dignity and respect and there was a positive culture in the Force.

There was a general push from Members to drive forward with this work at pace and a request that the work of the EDI Delivery Board tie in with the work of the Tackling Racism Taskforce, that provided recommendations relevant across the City Corporation and all its institutions.

RESOLVED, that the update be noted.

8. **NATIONAL LEAD FORCE**

The public update on NLF was provided within the Commissioner's update (item 7).

9. **DIGITAL SERVICES STRATEGIC ROADMAP FOR THE CITY OF LONDON POLICE**

Members considered a report of the City Corporation Chief Operating Officer regarding the Digital Services Strategic Roadmap for the City of London Police.

Members sought assurances that officers were making effective use of the existing technology before investing in new provisions. Efficiency should not override effectiveness in responding to both national and local needs.

It was noted that there was little detail on resourcing costs. Officers confirmed that costs would largely need to be funded from capital and a strategy board at the COLP would manage a prioritisation process, delivering aspirations built on compelling and affordable business plans to ensure the programme was achievable.

There was an officer name included in the annex, it was requested that this be removed.

Members asked whether conversations had already taken place with existing third-party suppliers about what they were already in a position to provide. In broad terms, the proposals could be supported by existing partners but there were instances where the City would be looking to engage specialist partners. Members requested that the City engage in conversations with contractors in order to map out what services may need to be sought from new providers.

The Chair of RREC reminded Members that he had commissioned a review into the City Corporation's IT provision for the Force. The Chief Finance and Operating Officer of the City of London Police confirmed the scope of this review had been agreed. Members requested that this be shared with the Chair and Deputy Chair of RREC (**22/2021/P**).

The Assistant Commissioner noted that this needed to be an integrated change programme for the COLP.

RESOLVED that Members, subject to continued discussion with third-party providers, and a correction to the annex as stipulated:

- Approve the City of London Police's Digital Services Strategic Roadmap accompanying this report as the basis in principle for the digital transformation of the CoLC's services.
- Support the IT Director and Chief Operating Officer in setting the clear expectation amongst CoLP stakeholders that this roadmap shall be used as a guide for any local digital transformation initiatives within their own services; and that the CoLC IT team shall be notified of such initiatives so that they can be fully supported in a collaborative way, seeking to leverage value across the CoLC family.

10. **Q1 REVENUE AND CAPITAL BUDGET MONITORING 2021-22**

Members received a report of the Commissioner regarding the Q1 Revenue and Capital Budget Monitoring 2021-22.

The Chamberlain extended thanks to the Force for their constructive approach to discussing savings. With regard to revenue and the additional risks on table 4, she queried when the mitigations will be sufficiently developed for RREC to

scrutinise. For capital, the £10mil cost from Action Fraud slippage may be coverable this year but it was pushing the pressure into future years. The Police Authority Treasurer agreed these were the two areas the Force needed to grip.

Members welcomed the report and suggested that in future it distinguish a value of savings that were within the gift of the Force and which were not.

There was concern that the £1.3mil of savings relating to the National Enabling Programme (NEP) would not be realised and Members sought an understanding on what could be mitigated.

Table 4 had two items listed as red, three as amber. In light of this, Members did not feel that the conclusion drawn by the Force (that it was on course to meet savings), was realistic. Members called for greater discipline for realistic projections and forecasting. This process needed to facilitate transparency and accountability of the Force. The Chief Operating and Finance Officer (COFO) noted that officers were perhaps too optimistic, and she agreed to address this.

Assurances were given by the Chamberlain and Commissioner that the Government had indicated it would cover the cost of the National Insurance increases for the public sector.

Members noted that the largest cost was in people/salary, but they were not content with continued holding of staff vacancies for savings. This had been discussed at RREC was already in the process of being addressed by the Force.

The Chief Operating and Finance Officer of the Force confirmed that the £5.6mil savings plan would be delivered. £2.2mil of this was outside the control of the COLP, but officers were working closely with the City Corporation and this figure had already reduced to £1.7mil. The Force were holding discussions and hoped to have further accommodation costs removed. There was a rating appeal with the valuation office regarding the status of the building in use at New Street and the outlook was positive. If granted, this would create a further £500k saving. Conversations were ongoing with the Director of IT to reduce IT costs, and a lot of progress had already been made in this area. Actions included going through every legacy system and deleting any that were not desperately necessary.

It was noted that the loss of Counter Terrorism Funding was following a re-prioritisation of funding by the Government whereby COLP had been impacted.

All work on savings had to tie in with the Transform and City Corporation TOM work.

RESOLVED, that the report be noted.

11. **DOMESTIC ABUSE ACT 2021**

Members received a report of the Remembrancer regarding the Domestic Abuse Act 2021.

RESOLVED, that the report be noted.

12. POLICE, CRIME, SENTENCING AND COURTS BILL

Members received a report of the Remembrancer regarding the Police, Crime, Sentencing and Courts Bill.

RESOLVED, that the report be noted.

13. CITY OF LONDON POLICE-ACQUISITIVE CRIME ELECTRONIC MONITORING PROJECT

Members received a report of the Commissioner regarding the City of London Police Acquisitive Crime Electronic Monitoring Project.

RESOLVED, that the report be noted.

14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

15. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There were no items of urgent business.

16. EXCLUSION OF THE PUBLIC

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

17. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 19 July 2021, be approved as an accurate record.

18. NON-PUBLIC OUTSTANDING REFERENCES

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

RESOLVED, that the report be noted.

19. NON-PUBLIC COMMITTEE MINUTES

a) Strategic Planning & Performance Committee

There were no non-public minutes of the Strategic Planning & Performance Committee meeting held on 6 September 2021.

b) Resource Risk & Estates Committee

Members received the draft non-public minutes of the Resource, Risk and Estates Committee meeting held on 6 September 2021.

c) Economic & Cyber Crime Committee

Members received the draft non-public minutes of the Economic & Cyber Crime Committee meeting held on 7 September 2021.

20. CHAIR'S NON-PUBLIC UPDATE

There was no further update from the Chair.

21. COMMISSIONER'S UPDATES

Members received an update of the Commissioner & Chief Officers.

The Commissioner and Members offered their thanks and appreciation to Assistant Commissioner Alistair Sutherland, who was due to leave COLP shortly to join the British Transport Police.

22. NATIONAL LEAD FORCE

Members received an update from the Commissioner and Chief Officers on NLF.

23. S22A COLLABORATION AGREEMENT- OUT OF HOURS REMAND TEAM-(NICHE TWO WAY INTERFACE)- LEICESTERSHIRE POLICE

Members considered a report of the Commissioner regarding a S22a Collaboration Agreement on Out of Hours Remand Team (Niche Two Way Interface) – Leicestershire Police.

24. MTFP AND BUDGET CHALLENGES INTERIM UPDATE REPORT

Members received a report of the Commissioner regarding the MTFP and Budget Challenges Interim Update.

25. TRANSFORM PROGRAMME UPDATE: FINANCIAL SUSTAINABILITY

The Chair and Board requested that item 31, Transform Programme Update: Financial Sustainability, be brought forward.

Members received a report of the Commissioner regarding the Transform Programme's financial sustainability.

26. RESOLUTION FROM THE HEALTH & WELLBEING BOARD

Members received a resolution from the Health and Wellbeing Board regarding suicide prevention.

27. SUICIDE PREVENTION IN THE CITY OF LONDON

Members considered a report of the Town Clerk regarding Suicide Prevention in the City of London.

28. POLICE ACCOMMODATION PROGRAMME UPDATE REPORT

The Chair and Board agreed to take item 33a), Police Accommodation Programme Update, ahead of the various Gateway Reports.

Members received a joint report of the Commissioner, Chamberlain and City Surveyor regarding the COLP accommodation programme.

29. **GW 1-5: CITY OF LONDON POLICE VEHICLE FLEET REPLACEMENT PROGRAMME 2021/22**

Members considered a Gateway 1-5 report of the Commissioner regarding the City of London Police Vehicle Fleet Replacement Programme 2021/22.

30. **GW2: IN-VEHICLE AUDIO/VIDEO SYSTEM**

Members considered a Gateway 2 report of the Commissioner regarding the In-vehicle audio/vehicle system.

31. **GW 6: POLICE ACCOMMODATION STRATEGY DECANT CAR PARKING - MIDDLESEX STREET CAR PARK**

Members considered a Gateway 6 report of the City Surveyor regarding the Police Accommodation Strategy Decant Car Parking – Middlesex Street Car Park.

32. **GW3: SECURE CITY PROGRAMME (SCP) - VULNERABLE PEOPLE WORKSTREAM**

Members received a joint Gateway 3 report of the Commissioner and Director for Built Environment regarding the Secure City Programme – Vulnerable People Workstream.

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

There were no questions.

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

There were two items of urgent business.

The first, concerning the COLP accommodation update, was taken ahead of the gateway reports.

The second was a confidential item for which all officers departed the meeting, with the exception of the Town Clerk, Director of the Police Authority Team, Assistant Commissioner and clerk to the Board.

b) Commercial Director Recruitment

Members considered a joint report of the Town Clerk and Commissioner regarding Commercial Director Recruitment.

The meeting ended at 10.53am

Chairman

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

City of London Police Authority Board – Public Outstanding References

15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	DUE SIX MONTHS POST-CROSSRAIL OPENING
22/2021/P	Item 10 Digital Services Strategic Roadmap for COLP	Scope of the IT review to be shared with the Chair and Deputy Chair of RREC.	CoL Chief Operating Officer/ CoLP Chief Operating and Finance Officer	Complete- This information has been passed to the Chair and Deputy Chair of RREC

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**PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE OF THE CITY OF
LONDON POLICE AUTHORITY BOARD
Wednesday, 8 September 2021**

Draft public Minutes of the meeting of the Professional Standards and Integrity
Committee of the City of London Police Authority Board held on Wednesday, 8
September 2021 at 9.00 am

Present

Members:

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

Officers:

Alistair Sutherland	- Assistant Commissioner
Hayley Williams	- City of London Police
Alex Orme	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Martina Elliot	- City of London Police
Rebecca Caldicott	- City of London Police
Ian Younger	- City of London Police
James Morgan	- City of London Police
Rob Atkin	- City of London Police
Rachael Waldron	- Town Clerk's Department
Clinton Blackburn	- City of London Police
Claire Cresswell	- City of London Police
John Cater	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Caroline Addy.

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

There were no declarations.

3. MINUTES

RESOLVED - that the public minutes of the meeting held on 6th May 2021 be
approved as an accurate record.

4. REFERENCES

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

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

Case studies arising from London Police Challenge Forum Meetings to be circulated to Committee. CoLP have recently held an internal only challenge panel – the results of which will be published on intranet soon – this will be circulated/highlighted to Members when available.

IN PROGRESS – Results from the internal only challenge panel will be provided to the November PSI within the ISB and ethics update.

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

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

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

COMPLETED - Members agreed to close the action. The Victim Satisfaction results get routinely reported to the SPPC as part of the quarterly performance reporting and the Force would wish to avoid duplicate reporting.

10/2020/P – 14 September 2020 Questions – External Scrutiny

IASG Members to meet PS&I Members in 2021. The Police Authority Team would be following up on this and would liaise with the Chair post-meeting. Members asked that any meeting would ideally take place before the summer recess.

COMPLETED – Members agreed to close this action. The Police Authority Team is organising quarterly informal meetings for Chair of PSI and Chair of IASG to meet and discuss mutual activity.

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

A Member proposed that a separate session on Data Ethics, which outlined some of the concerns and potential risks that would likely emerge as the technology matured would be useful. Officers would set up a session in 2021. At least two members of the Committee had specialist knowledge in this area which it would be good to utilise. May Update - First AI/Data Ethics session took place in late April. Members asked officers to set up a repeat session for new Members of the Committee (and for any other Members who missed the April session) to take place, ideally, before the summer recess. Officers would circulate the presentation papers in the interim.

COMPLETED – Members agreed to close this action. A session took place in April 2021 at which only 4 Members attended. Instead of setting up a repeat session it was agreed with the PA Team that the presentation would be circulated to all members instead.

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

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

May 2021 update - Members requested that the Training Session take place before the summer recess.

COMPLETED – Members agreed to close this action. Three Briefing sessions have been set up for Members during September 2021.

2/2021/P – 6 May 2021 Item 5 Stop and Search and Use of Force Update Summary - End of Year 2020-21

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

COMPLETED – Members agreed to close this action. An explanation on this point has been covered in the Stop and Search report on the (September) agenda.

3/2021/P – 6 May 2021 Item 6 Equality and Inclusion Highlight Report

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

COMPLETED – Members agreed to close this action. A summary was included in the E&I item on the (September) agenda.

4/2021/P – 6 May 2021 Item 7 Integrity and Code of Ethics Update

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

IN PROGRESS: Unfortunately, the ISB meeting was cancelled and no ISB meeting has taken place in the last reporting period. This will be reported to the November PSI Committee.

5. **EQUALITY AND INCLUSION HIGHLIGHT REPORT**

The Committee received a Report of the Commissioner of the City of London Police concerning the activities supporting the delivery of the Equality and Inclusion Strategy.

A Member, noting the welcome approach to greater diversity across the Police's workforce, queried whether there were measurable benefits that could be presented to senior Officers and Members when reviewing and analysing the progress made. Officers responded that building up this data was a key part of the current workload in this area and it was anticipated that both the Inclusive Employer staff survey results and the CoLP HR commissioned Attraction Plan (2019 – 2024) would give a greater indication of the scale of measurable benefits. Members requested that the Attraction Strategy be circulated to Members of the Committee when signed off by officers.

In addition, officers proposed that future iterations of Equality and Inclusion update Reports would provide greater visibility of the 6 separate workstreams.

In response to a query, officers confirmed that a reverse mentor scheme was in place and a "buddy" scheme had been developed, which matched BAME recruits with inspectors.

In response to a query, the Assistant Commissioner confirmed that the Strategic Workforce Plan operated in parallel with the Corporate Plan. It was important to emphasise the golden thread that existed between each of these plans and officers would ensure that this was a key focus in written Committee Reports going forwards.

In addition, new recruitment was overseen by senior officers and the Force had an ambition to have a 40% uplift in BAME recruits overall. It was noted that the next intake was 60% BAME with further progress being made. In response to

concerns about a lack of firm timelines on recruitment milestones, officers confirmed that a good deal of work was currently being undertaken in this area internally, and a Review was taking place on the whole recruitment process. A Recruitment Manager and a Senior Strategic Diversity Lead were planned, the latter appointment was in line with other Forces.

Separately, the Assistant Commissioner informed the Committee that greater use was being made of the Police's staff associations, than was the case previously, in order to assist with recruitment drives.

On behalf of the Committee, the Deputy Chair expressed special thanks to the Assistant Commissioner for all his efforts in this area. This would be the Assistant Commissioner's last meeting of the Committee before he departed the City of London Police later in the autumn.

RESOLVED – that the Committee noted the Report.

6. STOP AND SEARCH UPDATE- Q1 2021-22

The Committee received a Report of the Commissioner of the City of London Police concerning stop and search data for Q1 2021-22.

Reflecting on the current 60% effectiveness rate of Servator trained successful stop and searches, a Member noted that this represented a slight drop off from previous years, where the figure had hovered around 69%. The Assistant Commissioner explained that given the recent increased number of Servator trained officers, the downward trend was expected as it does take some time for these officers to gain practical experience; he anticipated that this rate would increase to previous levels as these newly trained officers became more skilled.

The Assistant Commissioner added that the benefit of Servator is that it gives officers more time to embed themselves in an area and gain local knowledge, meaning that stop and searches usually built firmer grounds, which then raises the likelihood of a successful outcome from the stop; in contrast "BAU" stop and searches are by necessity more reactive, providing officers with shorter time frames to prepare and carry out searches (with the likelihood that negative outcomes are more frequent). The national average for positive outcomes from "BAU" (i.e. non-Servator) stops equated to an average of between 12 – 18%.

In response to a query, the Assistant Commissioner confirmed that the City of London Police still carried out the training of Servator for other UK wide Forces. Most of these Forces had a lower success outcome rate than in the City, again this was primarily due to newly trained servitor officers having less experience and it was anticipated that numbers would increase over time to similar rate to that which is seen in the City.

In response to a query concerning the handcuffing of children, officers reviewed in detail each case. The operational view was that it was often difficult to distinguish between a 16/17 year old and a 18/19/20 year old, but, clearly cases where the individual was significantly younger (in one case a 14 year old)

would need to be closely examined. It was noticeable, at least anecdotally from front line officers, that the demographic composition of those coming into the City during the evenings had, post-lockdown, shifted to a younger average age cohort, with potential knock-on implications for the frequency of those aged under 18 being handcuffed.

Officers undertook to include an update on Use of Force on children in the next Stop and Search update report to the next meeting of the Committee in November. It was important to stress that, operationally, handcuffing a minor was not necessarily wrong if that individual was posing a serious physical threat to officers and members of the public or themselves; however, it should be noted that front-line officers do not operate a handcuff-by-default policy, it is up to each officer to justify the operational need for use of force and/or restraint.

Officers informed Members that, as the Force did not have access to the relevant data sets of other national forces, it was unable to track the frequency that individuals were repeatedly stopped and searched in total. In terms of the frequency of stops in the City, unfortunately, an automated method to check this was not available and a manual check was not something that the Force could progress at this current time due to the resource implications.

Officers confirmed that an individual's stop and search history was not something that is asked for as a standard question during a stop, and, based on anecdotal experience, it was difficult to glean a pattern from the range of responses from individuals (some would be very forthcoming about previous experiences, whereas others wouldn't engage verbally at all with officers). It was also noted that stops are not recorded on the PNC which only records criminal offences.

Officers confirmed that, whilst information sharing existed with other Forces on intelligence, there was no data shared on this specific area. It was also pointed out that negative outcomes from stop and searches meant that it could well be viewed as disproportionate to then record that person's personal information, given they had done nothing wrong.

Ultimately, the significant determining factors and challenges would be that all Forces would have to be willing to work together on this, and that the scale of the data resources required for a shared database would need to be met nationally. This was currently not something that was being explored at a national level. Officers, stated that as CoLP was part of the national working group on Stop and Search (the lead being Chief Constable Lucy D'Orsi) they would, however, pose the question about shared information to this group and include a response in the Q2 Report.

RESOLVED – that the Committee noted the Report.

7. **STAFF SURVEY 2020- UPDATE**

The Committee received a Report of the Commissioner of the City of London Police concerning the 2020 Staff Survey.

In response to a query, officers confirmed that focus groups were being held in the follow up to a Survey of under-represented groups and undertook to bring a supplementary update back once these had concluded.

RESOLVED – that the Committee noted the Report.

8. **GLOSSARY**

The Committee received a set of glossary terms for information.

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

There were no questions.

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

There was no other urgent public business.

11. **EXCLUSION OF THE PUBLIC**

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

12. **NON-PUBLIC MINUTES**

RESOLVED - that the non-public minutes of the meeting held on 6th May 2021 be approved as an accurate record.

13. **NON-PUBLIC REFERENCES**

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

14. **NFIB FULFILMENT LETTERS- OUTCOME OF TRIBUNAL APPEAL**

The Committee received a Report of the Commissioner of the City of London Police concerning NFIB fulfilment letters.

RESOLVED – that the Committee noted the Report.

15. **ACTION FRAUD STATISTICS – QUARTER 1 – 1ST APRIL 2021 – 30TH JUNE 2021**

The Committee received a Report of the Commissioner of the City of London Police concerning the Action Fraud Statistics for Q1.

16. **PROFESSIONAL STANDARDS STATISTICS – QUARTER 1 – 1ST APRIL 2021 – 30TH JUNE 2021**

The Committee received a Report of the Commissioner of the City of London Police concerning the Professional Standards Statistics for Q1.

17. **PROFESSIONAL STANDARDS DIRECTORATE CASES**

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

18. **CASES DEALT WITH UNDER COMPLAINT AND CONDUCT REGULATIONS 2019**

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

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

There were no non-public questions.

20. **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 urgent non-public business.

The meeting ended at 10.20 am

Chairman

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

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

Summary

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

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

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

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

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

1. At the informal meeting of the Police Authority Board (PAB) on the 2nd April 2020, the Force presented the quarterly Equality and Inclusion Update which had been

a standing quarterly item for a number of years as previously agreed. The report was noted, and the Commissioner updated that the Force was reviewing its governance of this area of business and was introducing an Equality & Inclusion Operational Delivery Group that would be a tactical level group, attended by all equality and support network representatives and leads who will take ownership for delivery of specific areas of work. Members discussed the format of the update going forward and agreed that it would be more appropriate to have an update focused on deliverables and outcomes.

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

Current Position

3. Since your last Committee in May 2021, work has progressed across a range of E&I related areas, driven by the Force's E&I Delivery Group, chaired by the T/Commander ECD and overseen by the Force's E&I Strategic Board, chaired by Assistant Commissioner Sutherland.
4. Highlights of work include:
 - a. Introduction of a mandatory Diversity objective, which must be included in every member of staff Personal Development Review (PDR) across the organisation
 - b. Organisation of the NPCC's 48 point Action Plan into 6 themed areas, each headed by a Chief Superintendent or staff equivalent (there are 5 leads in total as one has responsibility for 2 connected areas):
 - i. Recruitment & Onboarding - HR Director
 - ii. Training and Development – HR Director
 - iii. Leadership & Culture – Ch Supt Operational Change
 - iv. Community Engagement – Ch Supt HQ Services
 - v. Retention & Exiting – Ch Supt Economic Crime
 - vi. Health & Wellbeing – Ch Supt Local Policing
 - c. Each lead has been briefed on the issues that need tackling. It is anticipated that the action plan is likely to grow as a result, as more actions are added to achieve new goals set by the leads. Progress is driven by the E&I Delivery Group.
 - d. An update of initiatives to deliver the action plan, broken down by strand area, is attached at Appendix A. An update for Retention and Exiting is not included at this stage due to the plan coordinator not having met with the

lead in that area, that is due to take place imminently. If an update is completed before your Committee, a separate sheet will be provided for Members' information.

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

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

Impact

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

Inclusive Employers Staff Survey

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

¹ Described as "We pay 'lip service' to diversity and inclusion doing the minimum to be legally compliant"

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

³ Described as "Diversity and Inclusion fits around other business priorities"

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

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

Corporate & Strategic Implications

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

Conclusion

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

Appendices

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

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

Workstream	Culture & Leadership	Owner	Ch Supt Transform	Date	Aug 2021	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none">Leaders to ensure they create an inclusive culture within the organisationCreate a culture where people feel confident to share their protected characteristicsObjectivise leaders to continuously improve approach to inclusivity and ensure learning is regularDevelop a framework of champions and senior leaders to drive forward our E&I agenda and work with internal and external partners to promote our activityRecognise and reward good work and bravery across E&IUndertake annual workforce surveysFurther develop consultation and feedback mechanisms that enable all staff to take part in broad organisational decision makingScope partnership and secondment opportunities outside the organisation to enhance and build new skills in leaders				Description					Date
				Launch Values and Standards workshops					04/22
				Develop an E&I secondment framework					02/22
				Develop and launch a comms strategy with calendar of events					TBC
				Complete a data bias review and recommendations					03/22
				Introduce an annual E&I award as part of future event					07/22
				Further develop our allies scheme					2022
Progress since last update				Key next steps					
<div>Page 34</div> <ul style="list-style-type: none">Senior workstream lead has been appointed to lead Culture and Leadership for E&I and cover synergies with TransformAllies scheme has been launched and has continued to grow in sizeNew PDR objective has been launched and communicated to all senior leads with cascade to all levelsOur comms strategy has kicked off with the creation of a diversity video highlighting our approach to inclusivity for internal and external useDiversity champions have been appointed across all protected characteristics and workstream leads appointed across all portfolios in E&I				<ul style="list-style-type: none">Finalise E&I video and launch internally and externally across social media platformsE&I conference to take place before the end of 2022 to outline the progress we've made and next steps. This will be a core part of our comms strategyDevelop framework for annual values and standards workshops and submit funding request in October 21 for approvalReview our existing external secondment process and look at senior opportunities for both short and long term secondments for senior staff to develop skillsKick off data bias review work to understand if / how data creates a cycle of cultural bias within our policing practices. This will be linked in to communities workstream.Hold a hidden protected characteristics workshop to develop our understanding of why individuals may not feel comfortable disclosing their protected characteristics.					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

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

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

Workstream	L&OD	Owner	Director of HR	Date	Aug 2021	Project RAG		Benefit RAG	
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Workstream objectives	Priority	
<ul style="list-style-type: none"> Police leaders should through their continuing professional development seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce Equip selection panels with unconscious bias training for all those involved in the recruitment process. Invest in training and development of Police leaders Colp to develop a talent management program for upward and lateral development Colp to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required. Review the PCDA programme to ensure it aligns with E&I plans and principles 	Description	Date
	PDR objective launching	1/3/21
	Leadership training delivery	6/5/21
	PCDA Launch	TBC
	Reverse mentoring new partnership training	1/6/21
	PALs pilot review and recommendations	1/9/21
	Unconscious Bias learning	Ongoing

Progress since last update	Key next steps
<ul style="list-style-type: none"> Leadership training programme has been delivered to all senior leaders across the organisation 'Focus on' talks delivered on ethnicity and unconscious bias, gender, disability, LGBT and neurodiversity with total attendance of 350+. Sessions recorded and to be made available on intranet. PALs scheme continues to run with good feedback. Review is planned for september PEQF EIA presented to College of Policing as part of their QA process for our new student officer programmes, was officially 'commended' by the panel 	<ul style="list-style-type: none"> Train additional reverse mentors in October ready to launch in November Focus on Gypsy, Roma, Traveller taking place in September with presentation We are looking in to an additional unconscious bias training piece recommended by the Corporation – 90 minute presentation Complete evaluation of PALs scheme with recommendation for future talent development programme in September Pilot of 'Mentivity' training taking place later this year with members of BAME community delivering re community engagement / stop search

Recommendations to Operational Delivery Board	Decisions required by Operational Delivery Board
None at this stage	None

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City of London Police staff inclusion survey summary report

Prepared by: Addison Barnett

Prepared for: City of London Police

Date: August 2020

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

The objectives for this project were as follows:

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

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

Methodology

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






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







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




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








Survey responses – demographics

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

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

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

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



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

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

6. What is your religion or belief?

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

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

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

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






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






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

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

Survey responses – closed questions






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

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






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








10. I am treated fairly at work regardless of my background

			Response Percent	Response Total
1	Strongly Disagree		6.03%	21
2	Disagree		14.08%	49
3	Neutral		19.54%	68
4	Agree		41.09%	143
5	Strongly Agree		19.25%	67
Analysis			answered	348
			skipped	5
Mean: 3.53 Std. Deviation: 1.13 Satisfaction Rate: 63.36				
Variance: 1.28 Std. Error: 0.06				






11. I am treated with respect and dignity at work

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

12. City of London Police is flexible and accommodating in how it supports my individual needs






			Response Percent	Response Total
1	Strongly Disagree		6.90%	24
2	Disagree		8.91%	31
3	Neutral		21.55%	75
4	Agree		46.84%	163
5	Strongly Agree		15.80%	55
Analysis			answered	348
			skipped	5
Mean: 3.56 Std. Deviation: 1.07 Satisfaction Rate: 63.94				
Variance: 1.15 Std. Error: 0.06				

13. City of London Police is transparent in its processes and decisions






			Response Percent	Response Total
1	Strongly Disagree		17.48%	61
2	Disagree		33.24%	116
3	Neutral		30.37%	106
4	Agree		16.05%	56
5	Strongly Agree		2.87%	10
Analysis			answered	349
			skipped	4
Mean: 2.54 Std. Deviation: 1.04 Satisfaction Rate: 38.4				
Variance: 1.09 Std. Error: 0.06				








14. I believe that my manager supports me

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

15. I believe that the Senior Leadership Team demonstrate the policing values, principles and standards of professional behaviour in everything that they do

			Response Percent	Response Total
1	Strongly Disagree		11.46%	40
2	Disagree		19.48%	68
3	Neutral		37.54%	131
4	Agree		26.36%	92
5	Strongly Agree		5.16%	18
Analysis				
Mean:	2.94	Std. Deviation:	1.06	Satisfaction Rate: 48.57
Variance:	1.12	Std. Error:	0.06	
			answered	349
			skipped	4

16. I believe that City of London Police are tackling unsatisfactory behaviour or performance

			Response Percent	Response Total
1	Strongly Disagree		14.74%	51
2	Disagree		28.61%	99
3	Neutral		35.26%	122
4	Agree		18.79%	65
5	Strongly Agree		2.60%	9
Analysis				
Mean:	2.66	Std. Deviation:	1.03	Satisfaction Rate: 41.47
Variance:	1.05	Std. Error:	0.06	
			answered	346
			skipped	7

Results to note here:

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

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

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



‘Free text’ or open questions.

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

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

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

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

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

Themes arising from focus groups and survey

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

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

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

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

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

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

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

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

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



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

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

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



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Inclusive Employers recommendations and CoLP activity

Pillar	Recommendation	Update	Met / In Progress / Exceeded / Development required
Engage Page 49	Gather EDI data quarterly, ask at different stages or lifecycle so analysis can be more granular	Monthly E&I dashboard is now produced by HR looking at headcount, recruitment, promotion, new joiners, leavers, and specials and volunteers. This is reviewed via the E&I operational delivery board on a monthly basis.	Exceeded
	Ensure diversity monitoring forms / HR system assess disability, pregnancy/maternity, carers, socio economic background	HR system now enables individuals to update their protected characteristics and this data is reflected in the dashboard.	Met
	Use staff networks as consultation / steering for inclusion work	Staff networks are fully involved in diversity work and diversity action plan. They are driving tactical engagement initiatives as well as consulting on strategic initiatives via input to the operational delivery board. In addition we have appointed a number of E&I champions who are regarded as 'special advisors' on the diversity action plan and are fully engaged with networks. These roles have a special role profile attached to them.	Exceeded
	Develop a communication plan for the I&D strategy and action plan	Comms have developed an overarching E&I comms strategy & we have had various communications on the plan as a whole but at the current time we need to further develop an ongoing comms plan and narrative. All networks have had a comms person dedicated them their work.	Partially met
	Develop a planned systematic approach to external activity	We have commenced development of a workstream within the E&I action plan titled Community Engagement that is focussed on our external activity. 2 key elements have been progressed including community recruitment sessions with the MPS and schools engagement in partnership with Amazon	In progress
Pillar	Recommendation	Update	Met / Not Met / In Progress / Exceeded
Equip	Develop and provided I&D training for all staff, including an Inclusive Management module, Inclusion Allies programmes and ensure there is effective training methods, guidance and policies in place to raise awareness, knowledge, and understanding	We have developed a whole workstream titled Learning and Development focussed on exactly this topic. This is an ongoing piece of work and we consider the learning to be continuous. To date, we have delivered leadership training, unconscious bias training, mentoring schemes, and piloted 2 development programmes. Further training is to follow in the form of Focus On sessions with guest speakers and external unconscious bias training for leaders	Exceeded / In progress

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

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

Additional items – Findings from focus groups

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

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Committee(s): Police Authority Board	Dated: 21 st October 2021
Subject: Equality and Inclusion update: Inclusive Employers response -Supplementary report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Equality and Inclusion Strategy
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 66-21	For Information
Report author: David Cleverley – Strategic Development	

Summary

Members received the quarterly Equality and Inclusion update to the 8th September 2021 Professional Standards and Integrity Committee (PSIC) and it is on the agenda of this Board meeting today. The report includes the Inclusive Employers report as an appendix, which was requested by Members, from its PSIC meeting in May 2021. As a result of publication for the PSIC, the appendix generated some negative press comment.

The recent news article in the London media published select findings from the Inclusive Employers survey report and questioned the City of London Police response to the survey. The Force has been asked by the Police Authority to provide this supplementary report to support the main item on the agenda to show what has been progressed since the IE report was received by the Force in June 2020. Further information on the detail of workstreams is also in the main Equality and Inclusion update on this agenda today.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In June 2020 Inclusive Employers were invited to undertake an independent consultancy project to review the City of London Police's position with regards to Inclusion and Diversity.

2. Following the completion of 4 focus groups and an anonymous survey open to all staff, the survey was published in August 2020. The survey received 353 complete responses, noted by Inclusive Employers as a third of the force.
3. The report was generally very positive but noted significant findings that emanated from a focus group and have subsequently been reported by the media. These included that bullying and offensive comments can be framed as banter, staff do not feel able to raise issues and a feeling that the Force was not appropriately equipped to deal with issues related to inclusion and diversity.
4. The survey also noted that over two thirds of respondents to the survey feel they *are* treated with dignity and respect.
5. The results of the survey were published in full on the Force intranet on the 5th February 2021 with a commitment from the Commissioner that we ‘must change, if we are to become truly inclusive.’
6. Inclusive employers rated the City of London Police’s maturity status in 2020 as ‘compliant’ (defined as doing what is required to be legally compliant), resulting in the Force setting itself an objective of being ‘established’ (defined as D&I being a regular and established part of what we do) by 2024.

Current Position

7. As has been previously reported to the Board and the Professional Standards and Integrity Committee, in response to the Inclusive Employers survey, the Durham internal staff survey, recommendations from the Tackling Racism Taskforce, and a national E&I policing plan, the Force established and launched a comprehensive programme of activity designed to address all issues and achieve the Force’s strategic objective.
8. The programme of activity is based on addressing issues across 3 key areas, the workforce, communities, and partners. To effectively deliver change the Force has created 6 workstreams, each led by a senior officer or staff equivalent. These are Recruitment and Onboarding, Attraction and Community Engagement, Health and Wellbeing, Leadership and Culture, Learning and Development, and Retention and Exiting with Pride.
9. Inclusive Employers made 16 specific recommendations. All recommendations have been accepted in full and built into the plan, with delivery already achieved against several items.
10. Key recommendations and progress updates include
 - a. Gather EDI data quarterly – This is now gathered and published on a monthly basis and scrutinised by the E&I Delivery Board to monitor the direction of travel
 - b. Develop and provide E&I training for all staff, including a Management module –A training course was delivered in May to all senior leaders in partnership with Inclusive Employers that received outstanding feedback.

All staff have been offered Unconscious Bias training with 75% completing to date. The Force has and continues to run “Focus On” training sessions for all staff, already having delivered sessions on gender, disability, LGBT and neurodiversity.

- c. Develop Inclusion Allies and role model communications campaign – The Allies programme is fully operational with more receiving training quarterly.
- d. Embed position action activities such as mentoring – The Force has developed mentoring activity, reverse mentoring, and talent development programmes specifically targeting those with protected characteristics
- e. Develop consultation and feedback mechanisms that enable all staff to contribute to broad organisational decision making – The governance model developed for E&I activities gathers feedback from all areas as decisions are made. Consideration is being given to how this can be rolled out to other areas.

- 11. With respect to findings on framing bullying as banter, the Leadership and Culture workstream is specifically targeting this area with 12 separate projects. This includes setting up an annual values, standards and ethics workshop that will be mandated for 100% of staff and officers to attend.
- 12. The Force is currently in the process of setting up KPI measures against all workstreams and updates on this will be provided at the next Professional Standards and Integrity Committee.
- 13. The governance structure, including the E&I Operational Delivery board includes attendance from both the Tackling Racism Taskforce and IASG.

Corporate & Strategic Implications –

Strategic implications – The report outlines ongoing activities which the Force is undertaking to improve diversity, equality and inclusion and in so doing will help to deliver the Force’s Equality and Inclusion Strategy and directly supports the Corporation’s Corporate Plan’s aims for equality of opportunity.

Financial implications - None

Resource implications - None

Legal implications - None

Risk implications - None

Equalities implications – The report outlines how ongoing work supports the Force to meet its obligations under and comply with the provisions of the Public Sector Equality Duty 2010.

Climate implications - None

Security implications - None

Conclusion

- 14. CoLP acknowledges the recent press coverage of the Inclusive Employers survey but would emphasise the survey was first published in August 2020 and a great

deal of work has been done since that time to drive change across workforce culture, engagement with communities, and activity with partners.

15. Negotiations are ongoing with Inclusive Employers to conduct a further survey before the end of 2021 to review the current position and measure successes to date.

Appendices

None

Contact:

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Strategic Development

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

Summary

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

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

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

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

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

2017 Survey – 8 Commitments Final Update

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

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

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

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

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

Scales 1 to 7, unless indicated.

n.s – not significant

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

Scales 1 to 7, unless indicated.

Highlighted in Blue = Smaller number is better/improvement

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

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

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

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

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

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

Current Position

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

Focus Group Results

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

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

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

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

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

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

Future Actions

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

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

City's Corporate Plan

Contribute to a flourishing society

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

Support a thriving economy

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

Financial implications- N/A

Resource implications- N/A

Legal implications- N/A

Risk implications- N/A

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

Climate implications- N/A

Security implications- N/A

Conclusion

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

Appendices

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- Appendix 1 -Draft Action Plan

Background Papers

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

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Staff Survey - Action Plan

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

NOT PROTECTIVELY MARKED

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

NOT PROTECTIVELY MARKED

NOT PROTECTIVELY MARKED

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

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

<u>Work/Home Balance</u>	Ch Supt Steve Heatley	1.) With the sudden and successful rollout of IT, staff have said with access to full systems and the increased working from home that it is sometimes difficult to switch off and they find themselves checking phones etc on days off. Line Managers will have to be aware of this, and ensure they are not asking staff to do tasks on days off. This will be a joint management and personal responsibility area but staff may need support in practical ways to disconnect.	Update 7/8/21: 1. The Force Wellbeing plan has 6 pillars, one being emotional wellbeing and another is mental wellbeing. Stress awareness workshops are being developed for staff covering these areas. 2. From September there will be inout on new officer and supervisor continuation training in respect of managing work life balance & how to make best use of mobile IT / deliniation of work v home life. 3. There are a number of interventions being delivered across force to assist staff deal and recognise with stress; including coffee mornings, workshops, use of welfare dogs . Practical ways for staff to make sure they are disconnecting to work when home will be covered in these sessions.	Ongoing action that will be picked up through a variety of well-being events and training inputs with supervisors and staff	Ongoing
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Committee(s): Police Authority Board	Dated: 21 st October 2021
Subject: Quarterly Community Engagement Update	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 68-21	For Information
Report author: Sector Policing, Local Policing	

Summary

This report provides an update on the engagement taking place across the City of London Police area within the following areas: (1) Counter Terrorism (CT) and Prevent; (2) Safe-guarding the Vulnerable; (3) PREVENTion of Fraud and Cyber Crime; (4) Anti-Social Behaviour (ASB); (5) Engagement with the Independent Advisory and Scrutiny Group (IASG)

- 1. Counter-terrorism and Prevent:** Work within CT continues with Prevent activities adapted around the lockdown restrictions and the Counter Terrorism Security Advisor (CTSA) team supporting the City of London Corporation in the development of plans to close roads and widen footpaths to facilitate a return to the City as the Covid restrictions have eased.
- 2. Safeguarding and Vulnerability:** The Public Protection Unit (PPU) has ensured appropriate messaging has gone out in an attempt to engage with those who may be trapped at home in abusive relationships during lockdowns. Key safeguarding and investigative functions have been maintained throughout this period.
- 3. PREVENTion of Fraud and Cyber Crime:** Cyber Griffin's key aim over this period has been to focus on service delivery. With Cyber Security month approaching, the initiative aims to provide its services to as wider audience and parts of the community over this period.
- 4. ASB and Sector Policing:** Levels of ASB reporting decreased significantly during the first national lockdown but have not seen a similar decrease for the 2021 lockdown the Force has also not seen the sharp increase in reporting with the easing of restrictions that have been seen in other areas. Engagement by the Dedicated Ward Officers continues with a number of initiatives.
- 5. Independent Advisory Scrutiny Group (IASG) Engagement:** Engagement with the IASG has been continued through their representation at the COVID 19 Gold Group meetings and via video conference meetings.

Recommendation

Members are asked to note the report

Counter Terrorism

PREVENT: July to Sept 2021

Referrals

The Prevent team has received 3 Prevent referrals over this period which concluded in one being sent to the Bedfordshire Police and two remaining with the City Police team as rough sleepers in the City of London.

Prevent team delivering WRAP sessions, meetings / Media and Prevent stalls:

Face to face Prevent training sessions have increased during this period as staff began to return to the workplace following Covid-19 absences. Many offices, including the Corporation of London, are still largely working remotely. This has meant that some training remains online.

The Prevent team engage with the CoLP vulnerability working group as the 14th strand of vulnerability to ensure radicalisation is considered in all areas of policing.

The Prevent team are in regular contact with the Counter Terrorism Policing HQ National Prevent team via conference calls and emails.

The Prevent coordinator attends a national Coordinators meeting bi-weekly and a weekly London regional meeting to ensure awareness and engagement with regional and national teams, products and processes.

Stalls/Engagement

Stalls/In person engagement has started to return following COVID-19. The Counter Terrorism Case Officer has engaged at the Coventry University Freshers Fair and has a number of other forthcoming engagements including, the Bank of England, No1 New Change shopping centre and the 'Skygarden' at 20 Fenchurch Street. The Prevent officer worked as part of the national team covering the 'Netmum's Act Early Forum' for 7 days.

Internal Women's Network/Islamic Women's Network

Prevent officers continue to support various police and local networks to ensure an understanding of Prevent and the knowledge and confidence to come forward with any concerns they may have.

Practical Training Package

The Prevent team delivers a training package to identify signs of radicalisation and what to do when this occurs. The package includes a case study, the definition of radicalisation, the aim of the Contest Strategy and understanding of the 4 P's and where Prevent sits in the force. This work will be ongoing in the force to provide guidance and understanding to officers around Prevent.

The Prevent Counter Terrorism Case Officer (CTCO) has delivered Prevent training/awareness sessions to all officers on uniform groups on mandated Counter Terrorism training sessions. The CTCO also trains all new joiners and transferees in Prevent awareness. They are now planning further deliveries across uniformed officer teams.

Special Branch and CT Protect officers have also undertaken bite-size training in Prevent to better understand the role and support the Prevent CTCO where required.

Regional Meeting/Training

The Prevent team is continuing to work with the Prevent teams from around the country looking at the best ways for improving professional and best practice.

CT Local Profile (CTLP)

The CTLP is complete and has been shared with trusted partners.

Collaborative working with Corporation of London Prevent lead

The CTCO and CoL lead are agreeing a joint action plan to ensure progress and delivery of products and services is shared and joined up.

PREPARE & PROTECT:

Counter Terrorism Security Adviser (CTSA) team:

The CTSA team proactively support the Protect and Prepare elements of the national CONTEST Strategy, delivering on protective security advice, CT awareness, both physical and people security measures and ensuring our community is prepared as possible in dealing with a terrorist attack. A fundamental part of the CTSA role is face to face engagement, assessment and product delivery. Covid-19 has pushed a lot of engagement to remote methods and although we are seeing a gradual return to the office for many City workers, CTSA engagement is now a mix of both.

We continue to develop our ESRI application (Geographical information system mapping). This allows businesses to directly update their current occupancy and on-site security provision. Servator officers are able to input the tier three information and crowded places surveys and we are starting to map physical security mitigations at sites zones and sectors to understand where vulnerabilities exist. This application was an innovative solution to an emerging issue and no other interactive mapping tool

has been used in this way that we know of in UK policing. The result has been a dashboard that gives us situational awareness of busy areas, those buildings that may be more vulnerable or supermarkets or shops that are open or closed. Development of this application continues as we move beyond COVID-19.

The team has continued to support the City of London Corporation through the Public Realm Security Advisory Board (PRSAB) and has successfully adapted to online meetings to ensure that where possible the positive work around crowded places and changes in planning has continued. The team has also continued with the crowded places assessments although this has been slowed by the current situation. The team has supported national Counter Terrorism Policing to address emerging threats because of COVID 19 and we have several officers as national SPOCS.

The team continues to support partners within the City of London Corporation including the public realm and planning teams. The CTSA team supported the local authority in providing security assessments on applications for table and chair licenses. This was due to concern that these would become new crowded places. This was a new partnership which has become business as usual and has improved the physical security of more of the Cities crowded places. The CTSA office also continue to support external partners such as TfL on security plans and projects.

Safeguarding and Vulnerability

Through the first quarter and the lifting of lockdown restrictions, alongside the national backdrop following the tragic murder of Sarah Everard, COLP has worked closely with partners to focus on Violence against Women and Girls (VAWG). This has included bespoke briefings for licensed premises, and the development of several partnership initiatives such as 'Good Night Out' and 'Reframe the Night'. COLP also launched the 'Hidden Harms' Campaign in May with crimestoppers, using social media and traditional media translated into Bengali to encourage reporting of domestic abuse and honour based abuse amongst the community. This has already resulted in an increase of referrals from the Bangladeshi community.

The PPU has maintained their strong partnership links across the Children's and Adults Safeguarding Partnerships, ensuring key safeguarding and investigative functions are working effectively.

COLP has delivered several training inputs for Multi Agency Risk Assessment Conference (MARAC) partners to improve information sharing, referrals and risk management.

PPU has also delivered 'insight hours' and webinars for corporation staff across a range of issues including domestic abuse and VAWG.

COLP has rolled out Operation INNERSTE, a national initiative to capture biometrics of unaccompanied asylum-seeking children to reduce their vulnerability to exploitation.

Additionally, Operation MAKESAFE, an operation first introduced in South Yorkshire, and now rolled out in London also exists in other police areas. It is a proactive initiative to empower businesses who may encounter instances of child sexual exploitation.

Activity was halted nationally due to COVID 19, COLP has maintained engagement with the hotel industry through a series of Hotel Newsletters, providing key information and case studies around safeguarding and vulnerability issues. This is to be followed up with a further hotel conference in due course, focussing on vulnerability issues.

PREVENTion of Fraud and Cyber Crime

There are now signs that businesses in the Square Mile wish to mix digital and physical briefings into their working plans. Cyber Griffin is now engaging in more physical briefings than has previously been the case. The shift to physical briefings is currently slight but is expected to steadily increase as workers return.

Cyber Griffin's new digital services:

Cyber Griffin's digital services continue to work well. The initiative will exceed its previous delivery records this year and has just released the latest version of its key service (The Baseline Briefing V3). Digital deliveries are expected to remain the Cyber Griffin team's key deliverable for the next period.

Home working series: <https://www.youtube.com/watch?v=uyKPDIPxrTY>

- New Incident Response Exercise:

Cyber Griffin continues to work with Bristol University on a new incident response exercise. Two academic papers outlining the exercises underlying research have already received very favourable reviews from leading academic forums. A prototype is expected in late December 2021. The main draw of the new exercise is that it should provide a far more realistic and immersive experience of cyber incident response than previous exercises. Further to this, the exercise can be configured to mimic a specific scenario or as an open world design where teams will have randomly selected attacks.

Fraud

The Economic Crime Directorate has continued to work on investigations throughout this period, with a focus on the increase in fraud linked to COVID 19. This includes counterfeit masks and test kits, also phishing & smishing using COVID as the pretext (such as acquiring victims' personal data, using bogus email, or text messages particularly using reputable HM Government organisation such as HMRC and NHS). Data captured is then used to carry out frauds.

There were around 20 operational deployments to tackle this fraud to the end of June 2021 and considerable communications going out in the media and on other channels to warn potential victims and highlight the problem. A number of TV and radio interviews have also been undertaken featuring Commander Blackburn, to raise awareness. Fuller details on media activity is included in the AC EC & Cyber's regular public update to this Board.

Coordination of intelligence related to economic crime and linked to COVID19 is feeding into the National Economic Crime Centre (NECC). The National Fraud Intelligence Bureau (NFIB) has disseminated daily and weekly briefing documents to partners identifying threats and trends. NFIB has put out alerts to the public via social media and online to raise public awareness of fraud risks linked to COVID 19.

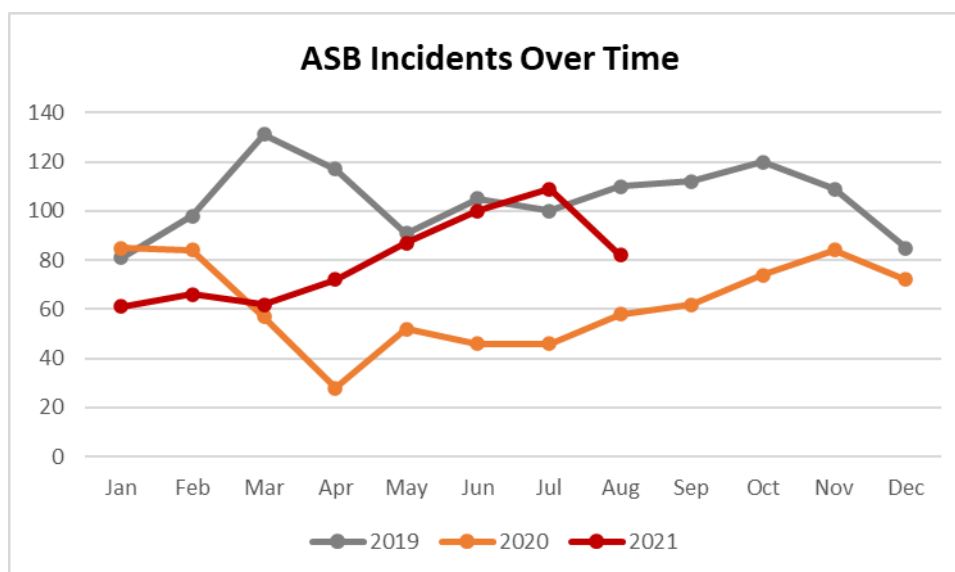
The NFIB reported 356 COVID-19 related crime reports which were recorded in August, which is an increase of 22% on July's total (291 reports). COVID 19 related fraud and cybercrimes equate to approximately 1% of all reporting in the last month. The NFIB disseminated 18 Covid-19 linked reports sent out for enforcement, 1 for intelligence and a further 5 for victim care in August. 75 COVID-19 phishing reports were recorded each day in August, compared with 37 reports per day in July.

Tackling and Preventing Anti-Social Behaviour (ASB)

Anti-Social Behaviour (ASB)

- Levels of reporting decreased significantly during the first national lockdown but have not seen a similar decrease for the 2021 lockdown we also have not seen the sharp increase in reporting with the easing of restrictions that we've seen for other incident types.
- Levels are higher than those reported in 2020 and are beginning to reach those of 2019.
- The main type of ASB reported is Inconsiderate Behaviour which can cover many types of incident.
- One area that continues to be an issue from pre COVID reporting is groups (usually of young males) on bikes or skateboards behaving inconsiderately and potentially dangerously. This has been reported in various areas across the City in the current period.
- Other key incidents reported include members of the public being abusive to workers inside shops, restaurants, and cafes with a particular increase in those involving drunk individuals or fights in licensed premises this period. There are also multiple reports of noisy gatherings.
- There were a few noise complaints relating to football fans during June and small numbers of reports in relation to parkour/urban exploring continue.

ASB Incident Data by Month



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2019	81	98	131	117	91	105	100	110	112	120	109	85
2020	85	84	57	28	52	46	46	58	62	74	84	72
2021	61	66	62	72	87	100	109	82				

The number of ASB incidents continues to rise as restrictions eased over the summer months although dropping off slightly in August, reaching similar levels of 2019 pre pandemic in June and July. There has been an increase in the number youths in large groups causing disruption which could be linked to school holidays. On average there have been 97 incidents reported a month between June and August (latest data available).

Compared to these months in 2020 we have seen a 94% increase in ASB reports this year mainly owing to the effect of lockdowns and restrictions in 2020.

However compared to 2019 pre pandemic, there has been a slight decrease of 7% of ASB reports.

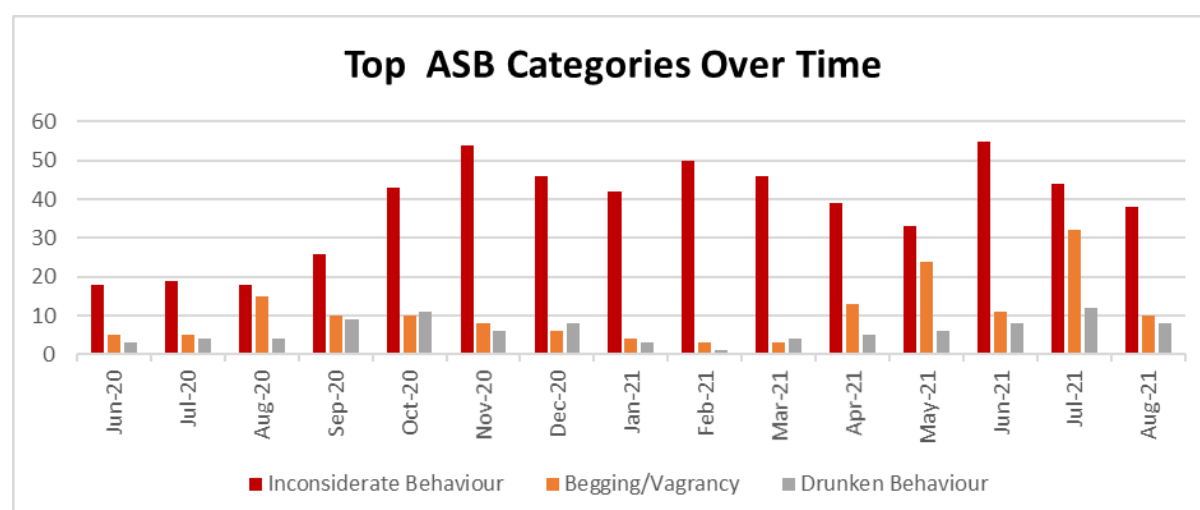
Key repeat street locations for reports were Bishopsgate and Liverpool Street. There were 16 incidents across all 3 months relating to the Barbican estate.

Data Breakdown from the last quarter

Highest Recorded Categories of ASB

In the current period Inconsiderate Behaviour (n=137) is the most reported category of ASB with all other categories having very few reports. The next most common are Begging/Vagrancy (n=53) and Noise Nuisance (n=30) followed very closely by Drunken Behaviour (n=28). Noise Nuisance was commonly reported during the pandemic but then settled down earlier in the year but has reappeared as a common complaint once again.

After reviewing records classified as 'Inconsiderate Behaviour' some records could have been recorded in other categories in the above table as they have referred to specific behaviours such as drunkenness, playing loud music, throwing objects etc. Categorisation is based on the recording officer's interpretation and where some incidents refer to multiple categories they may have been recorded against inconsiderate behaviour as a 'catch-all'. This could explain why it is always the most prevalent category in data returns.

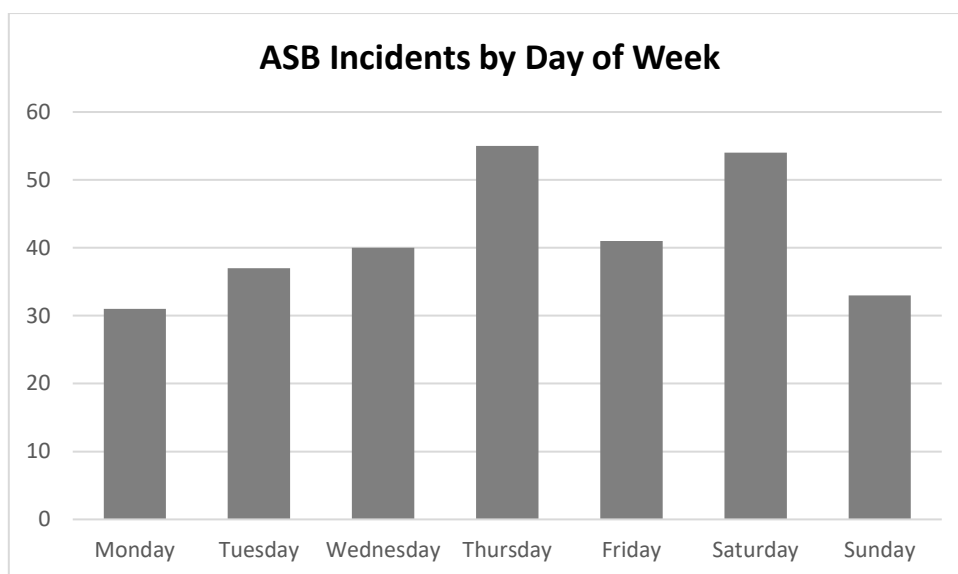


The above graph shows how inconsiderate behaviour reports saw a swift drop off during the first lockdown and then a sharp increase through August-November 2020 before remaining around the 45 report a month mark with some fluctuations between December 2020 and April 2021. The levels of inconsiderate behaviour are considerably higher than that of the same reporting period last year. Begging/Vagrancy reports saw a particular increase in July with a number of Op Luscombe notices being issued across the month (n=34). Drunken Behaviour have also increased compared to the same period last year.

The main issue being raised in this period, is groups skateboarding or cycling and performing tricks either reported for noise nuisance, intimidating residents, or breaching covid regulations. Several of these reports were youth related. The majority of noise nuisance reports were of loud music being played in the early hours of the morning either in the street or private and some relate to people speaking in the streets with microphones and speakers.

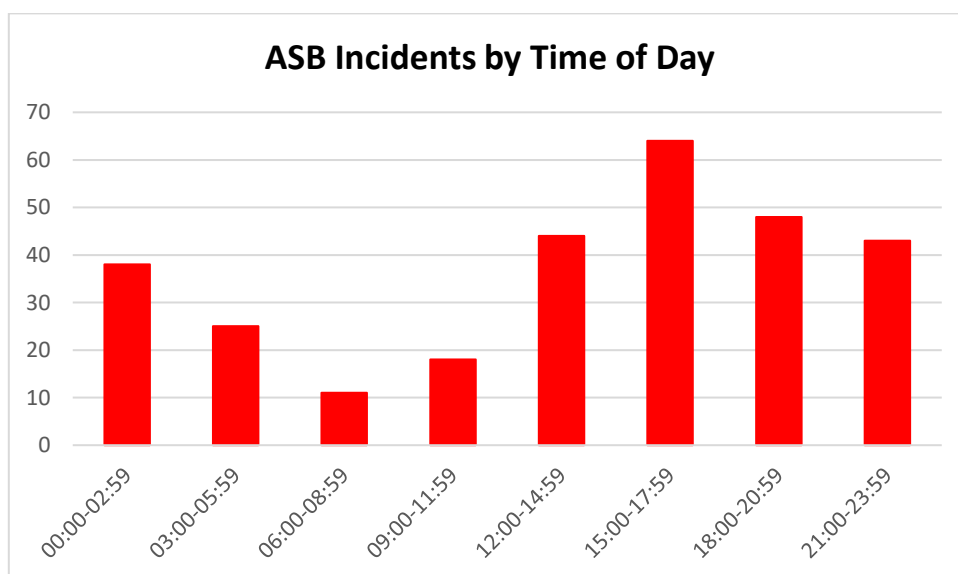
Days of Week

In the current period. Incidents are more commonly reported on Thursdays and Saturdays and lowest reporting levels occur on Sundays and Mondays.



Time of Day

Reporting of all ASB incidents in the current period are shown in the below graph broken down by three hour periods across the day. Incident reports occur most frequently from the afternoon into the evening peaking between 15:00-17:59 and are at their lowest between 06:00 and 08:59



Partnership working with the City of London Corporation

The Partnership and Prevention Hub led on plans for the ASB Week during the summer, which was a national initiative. The National focus was to raise awareness and encourage reporting, thereby preventing/detecting ASB. They have provided some messaging that was published on the relevant days.

In line with National Direction, the activity centred around a Partnership Day and a Victims Day. The Partnership Day consisted of high-visibility patrols in hotspot areas and 2 engagement 'hubs' at St. Bride Street and Aldgate Square. The following day there was an Op Luscombe Hub (with the City of London Corporation), patrols in Liverpool Street, Aldgate, Fleet Street and Shoe Lane.

On the Victims Day there were four engagement stands in the Estates is an attempt to capture residents on their way home from work, supplemented by mobile reassurance patrols from the Sector Tasking Team.

- Highlights of the week included: demonstrating to residents and businesses the work underway to tackle ASB, signposting relevant support services, offering crime prevention advice, as well as developing information and intelligence pertaining to ASB by appealing to residents.
- closer partnership working with current and developing Business Improvement Districts supporting Business Crime Reduction Partnerships.

The Force has worked on the development and implementation of a Business Crime Reduction Partnership (BCRP) to augment engagement, intelligence sharing and communications between different business sectors. This has been funded by the COLP for this financial year circa £40k. The ambition is for the scheme to be self-funding by year end. Currently, fifty premises will be signed up initially with further engagement taking place to secure new members.

Dedicated Ward Officers and Licensing

Dedicated Ward Officers (DWOs) have kept engagement channels open with the Community throughout this period. A monthly update to Councillors and Aldermen on Sector Policing activity to address crime and anti-social behaviour (ASB) in the City of London has been circulated by the Chief Inspectors for each Sector in July and August and will continue. This updates Members on all aspects of Sector Policing.

The DWOs have also maintained their online engagement via the Nextdoor app; publicising their whereabouts, patrol plans and opportunities for public meetings.

As the restrictions lifted and to support the venues reopening CoLP licensing supported by CoL licensing ran a number of engagement events focussing on the prevention of crime and venue obligations under the Licensing Act. These events were in addition supported by delivery of Welfare and Vulnerability Engagement training by our Business Crime Reduction Partners, Safer Business Network.

Integrated Offender Management

The Integrated Offender Management (IOM) Team has worked hard over the reporting period and currently have 14 high quality Community Behaviour Order (CBO) applications within the courts with good prospects, with several more about to join them. The team has pre-written a further 24 CBO's- full applications for our most

prolific offenders, ready to go, should they continue to offend. The team are working on 50+ nominals at various stages of completion according to offending priority. The IOM team attend all the court hearings and liaise closely with the CPS, Administration of Justice Dept and Metropolitan Police Service (MPS). Last year we obtained CBOs for all of our most prolific offenders and attended over 40 court hearings. This has had a real positive effect; helping to reduce crime and offending within the City of London which has had a very positive impact. CPS Senior Prosecutors have stated that CoLP has become a model of excellence, and really lead the way with their understanding and application regarding CBO's.

Engagement with the IASG

Contact with the Independent Advisory and Scrutiny Group has been maintained during this period, with meetings taking place by video conference rather than in person. The Chair of the IASG has been a member of the COVID 19 Gold group, attending weekly meetings on the Force's response to dealing with the issues experienced during the pandemic.

The IASG continue to engage during incidents that are community sensitive, acting as critical friends. The IASG are due to meet in person from November 2021 but continue to be actively involved in external scrutiny of stop and search and use of force.

Contact

Supt Bill Duffy
Sector Policing
City of London Police

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Committee(s): Police Authority Board	Dated 21 st October 2021
Subject: City of London Police Volunteer Cadets	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3 and 4
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	External- Liveries/City of London charitable associations
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 67-21	For Information
Report authors: Sgt Luke Harley, Sector Policing; Chief Supt Rob Atkin MBE, Head Quarters, Special Commander Ian Miller MBE	

Summary

The purpose of this report is to update Members on the Volunteer Police Cadet Scheme.

Purpose of Volunteer Police Cadet Units

The purpose of the Volunteer Police Cadets (VPC) is to give practical understanding of police work, which will encourage the spirit of adventure and good citizenship amongst its members. The principle is that every young person deserves the opportunity to thrive regardless of their background, including those who may be vulnerable to the influences of crime and social exclusion. The aim is to build resilience in our young people enabling them to develop skills to achieve and make a positive contribution to society. The Volunteer Police Cadets (VPC) is the uniformed youth group of policing in England and Wales, each Force has a Cadet unit, with delivery and management supported by regular and volunteer Police Officers.

Advantages to having The Volunteer Police Cadets (VPC) Unit in City of London Police.

The business case for a VPC Unit is not financial or operational. It is a case built on societal gains and better relationships between the police and the community. It is not intended to be for police recruitment but that is undoubtedly a side benefit. The National Strategy for the VPC organisation describes the benefits as:

- Allowing organisations to benefit from young people's energy, ideas and capacity to create positive change. They gain a different perspective that can shift their way of thinking and open up new ways of working.

- Communities benefit when young people feel valued, engaged and involved. It can create a greater sense of community and boost social cohesion and integration.
- Young people develop their character and confidence. They experience higher levels of wellbeing that can help improve their mental resilience. They also develop vital skills and networks that can support future employment.

The City of London Police is a key contributor to the communities in the Corporation of London's geographic area of responsibility. By having a well-performing VPC Unit, it can make a real contribution to the youth in the community and surrounding area. In return the cadets can add value to Neighbourhood Policing through contributing ideas and by active participation in suitable Sector Policing operations and events. Cadets give a voice of the youth on policing issues.

The key benefits for the City of London are:

- Support to local youth to develop as active and positive contributors to the local community and wider society.
- Support to the Corporation of London's stated objectives to improve the quality of life and social cohesion in the City of London.
- City of London Police youth engagement to better understand the needs of the community and better engagement with a wider socio-economic group.

The Scheme is based on having better social outcomes for the youths participating and for the wider community.

Recommendation(s)

Members are asked to Note the report.

Main Report

Background

History

1. The City of London Police historically had a strong Cadet unit. In 2020 the COVID pandemic brought challenges to the unit. In 2021 it was recommended that the City of London re-launched the Cadet unit, which had suffered a reduction in numbers. With City of London Corporation support, the City of London Police and Special Constabulary prioritised the re-launching of the Cadet Unit.

City of London Police Cadet Unit History and Pandemic Challenges

2012 – 2018

Recruitment - The catchment area for recruitment was the City of London and surrounding Metropolitan Boroughs. Schools were contacted and referrals to the programme invited. Marketing material was distributed in local youth clubs and places where youths of the right age group were likely to congregate. The

recruitment programme was successful and at its peak the Unit had 29 active cadets and 3 active leaders drawn from the Regular Force and the Special Constabulary (CLSC).

2019 – 2020

Retrenchment - The unit reduced to just 9 cadets. The COVID19 pandemic has not helped maintain the unit because Armoury House was closed, and lockdowns prevented any meetings. The Cadet Leader has been providing a support service to the 9 cadets in the unit through email and phone calls and the relationship is positive. However, the unit was below critical mass and recruitment recognised as urgently needed.

2020 – 2021

Relaunch via the Partnership and Prevention Hub. The national unit was contacted for guidance, standards, and support. The City of London Police subscription to the national unit was brought up to date. Chief Officer support and Sector Policing Partnerships and Prevention Hub championed the redevelopment of the Cadet Unit. A strategy and associated budget was approved by the Chief Officer Team in August 2021.

2. The Volunteer Police Cadets re-launched on 21st September 2021 at the Armoury House, Honourable Artillery Company (HAC). We welcomed twenty-five Cadets. Seven were existing Cadets (who have been with the City of London Police Cadets prior to the 2020 COVID pandemic) and eighteen new cadets. Guests of Honour attended; namely The Chairman of the Police Authority Mr James Thomson, his Wardens from the Worshipful Company of Grocers. Mr Steve Emmins, Master of the Worshipful Company of Security Professionals, Police Authority Board member Deborah Oliver, Assistant Commissioner Angela Maclaren, T/Commander Dave Lawes, Chief Supt Rob Atkin MBE, Director of Service Delivery Chris Bell, Special Commander Ian Miller MBE.

Progress to Date

3. The City of London Police progress includes:
 - Having the strategy and budget approved by the City of London Police Chief Officers' Team; authorisation given in August 2021.
 - Confirming sponsorship at Chief Officer level, with the Commander – Operations taking a personal interest in the re-launch of the Cadet Unit & Ch Supt Headquarters leading the strategic direction of the unit.
 - Appointing two Coordinators from Sector Policing, with both the officers having considerable experience in running Cadet units, bringing their knowledge together from the City of London Police and Metropolitan Police.
 - Re-engaging with the National Volunteer Police Cadet (VPC) Unit
 - Meeting National VPC Unit Leadership requirements, updating strategy and policy documents, updating on safeguarding and governance.
 - Providing vetting and training for all Cadet Leaders.

- Reaffirming the venue with The Honourable Artillery Company, providing uniform storage, changing facilities and training accommodation.
- Identifying a new cadre of Cadet Leaders and engaging in the plan.
- Recruiting 18 new cadets (see below for details of diversity) to have 25 cadets.
- Deploying four existing cadets with two Cadet Leaders in support of the policing of the Police Committee Dinner at Grocers Hall on the 9th September 2021.
- Having a very successful launch event at the HAC on 21st September at Armoury House, attended by the key team members, cadet leaders, and guests including the Assistant Commissioner.

Year 1 Objectives

- To have an establishment of 30 cadets in year one, 50 by the end of year two.
 - To have an established inclusive diverse team of Cadets.
 - To have a core leadership team of:
 - A Designated Responsible Officer (Chief Superintendent or above)
 - A Designated Safeguarding Lead (Detective Inspector – Public Protection)
 - One Unit Leader (paid position in City of London Police)
 - Six Volunteer Leaders, vetted, trained, equipped and supported.
 - A governance structure and reporting structure in place, with meetings quarterly.
 - An Operating Manual setting out the rules for managing the Cadet Unit in accordance with national guidance and best practice.
 - An accommodation agreement in place for locker space, changing areas, storage for equipment, and training facilities.
 - A budget for operating costs and any capital equipment that is necessary.
 - A funding plan to meet as much of the expense as possible from charitable sources and grants, with agreements in place to cover 100% of non-employment costs.
 - A training programme for weekly meetings and at least one weekend away event.
 - An event programme for cadets to put their training into practice and to provide practical value to the City of London.
4. Progress against these objectives will continue to be reviewed at the quarterly governance board meetings.

The operational advantages to the fabric of the City of London (community engagement, events and policing).

- The objective of deploying cadets is to provide meaningful tasks that allow the cadets to put into practice the training they have received, and to build communication skills, teamworking skills, and self-confidence.
- The VPC Unit Coordinators and Supervisors will be regularly engaged with the Operations Planning Department of the City of London Police to identify operations where the cadets can add value.
- Deployments will be risk-assessed, and cost/benefit assessed, to ensure that cadets and leaders are not exposed to danger of physical injury, mental health damage or physical or mental abuse.
- Operations where the cost of getting cadets to the venues, or the provision of equipment needed to deliver the service at the events, is out of proportion to the benefits will not be undertaken.
- The first deployment for 2021 was four existing cadets with two Cadet Leaders in support of the policing of the Police Authority Board Dinner as aforementioned.

The primary deployment and engagement opportunities are considered to be:

- Supporting Ceremonial events commensurate to risk, in partnership with the Corporation of London, City Livery Companies and the Honourable Artillery Company.
- Supporting key operational activity such as London Marathon, Lord Mayor's Show, Remembrance Sunday, Christmas Tree Project, New Year's Eve.
- Weapon Sweeps – anti-knife crime searching and educational initiatives.
- Prevention of Child Sexual Exploitation and online safety – All Cadets to be trained as Breck Ambassadors to deliver peer to peer Breck Foundation inputs to Academies and Schools.
- Property Marking– supporting the prevention and detection of acquisitive crime specifically bike marking and property marking.
- Supporting engagement events – residential and business crime prevention community events.
- Test Purchasing supporting Operation Makesafe testing the vigilance in Hotels to safeguard children, and test purchasing premises selling knives.

Governance

5. The Governance Board will meet quarterly to discuss safeguarding, strategy, national updates, finance, resources, leadership, operational activity, support.

The attendees of the Board

Chair of Governance Board (Chief Supt)

Designated Responsible Officer (NPCC)

Public Protection Detective Inspector - Force Safeguarding Lead

Sector Policing Partnership and Prevention Chief Inspector
Sector Policing Partnership and Prevention Inspector/Sergeant
Cadet Coordinators
City of London Special Constabulary Representative
Safer City Partnership Representative / Independent Advisory Group

Monthly report of cadet program and operational activities

6. A monthly report on activities, finance, resourcing, issues circulated to the Governance Board by Sector Policing Cadet Coordinators. The latest update is below:

Recruitment

7. The 25 Cadets have been recruited from City of London residential estates, schools, and surrounding boroughs. All are aged between 13-18 years old. The following diversity Information has been received, which supports the Corporation of London's Corporate Plan objectives of People have equal opportunities to enrich their lives and reach their full potential, and Communities are cohesive and have the facilities they need. This is also in line with the Force's Equality and Inclusion BAME/ Gender recruitment strategy to increase representation.

Sex

Female/ 56% - 14 people

Males/44% - 11 people

Ethnicity

White British/ 48% - 12 people

BAME/52%- 13 people

Religion

Christian/ 20% - 5 people

Muslim/16% - 4 People

preferred not to answer - 16

Sexuality

Heterosexual/ 64% - 16 people

other sexuality/ 4% - 1 person

Sexuality preferred not to answer - 8

Disability

Disability/ 4% - 1 person

The Police Cadets aligns with the Corporation of London's Corporate Plan.

- 1- People are safe and feel safe – young people, their families and social network
- 2- People enjoy good health and wellbeing – activities and awareness during taught classes by Police Officers
- 3- People have equal opportunities to enrich their lives and reach their full potential – Social Mobility and inclusion, all young people are welcome at Police Cadets and all young people have a voice to speak to police, helping improve the dialogue between police and young people
- 4- Communities are cohesive and have the facilities they need – young people sharing information and building cohesive communities, in the words of Sir Robert Peel, ‘the police are the public and the public are the police’.

Financial implications

8. The goal is to have the operating costs of the Unit covered by donations and grants from charitable organisations and other sources that have an interest in promoting the goals of the Unit. The costs to be borne by City of London Police are limited to the provision of a paid Cadet Leader and the payment of an NPCC-required subscription to the National Volunteer Police Cadets organisation, plus uniform for Cadets. The proposal is to have a budget for the operating costs of the Unit while the staff costs and National VPC subscription are paid from central funds. By having a separate budget, the Unit’s ability to generate sufficient income and to manage its costs will be clear and capable of monitoring and control. This proposal was approved by the Chief Officer Team.

Expenditure – Key Components.

The proposed operating cost budget for the first 12 months is as follows:

	£
Uniform	7,500
Sports equipment	2,000
DBS checks for leaders	1,000
Operational feeding	1,000
Excursions	2,000
Contingency	<u>2,000</u>
Total	<u>15,500</u>

9. This is considered to be sufficient to cover the costs involved in the re-launch of the Cadets Unit and the contingency element includes marketing costs in the event that the current programme of visits to schools and other stakeholders does not generate sufficient candidates and some paid marketing is required.

Funding Plan

10. Various bodies support Police Cadet Units and similar organisations. The City of London has a very active and well-funded community of Livery Companies, and these should be a primary source of grants. The Worshipful Company of Grocers has already pledged support to the Cadet Unit.

- Contact has already been made with members of the Livery associations, including Past Masters and current Wardens in several Companies. Assistance and support in approaching targeted Livery Companies has been offered and Request for Funding Letter is in the process of being delivered.
- Three Livery Companies have already committed support verbally, with amounts of £5,000, £3,000 and £3,000 promised for a three-year period.
- The City of London Police Property Fund is known to be under-utilised. A review of the legislation has shown that the Cadet Unit would be eligible for funding from this source and it is intended to submit a request for a grant to the Cadet Unit of £5,000 in the first instance.
- Various other charities are known to support youth activities and would be likely to offer support. The City of London Crime Prevention Panel has already been approached and the initial response has been promising. While funding is still work in progress, there is sufficient confidence to recommend that the income generation plan is approved as part of the budget.

11. The income and surplus target for the first 12 months of operation is therefore:

Livery Company grants	£12,000
Police Property Fund	5,000
Other charities	<u>3,000</u>
Total	<u>£20,000</u>

12. The budgeted surplus for the first 12 months is therefore £4,500. This provided a buffer for any unexpected costs and for any shortfall in income.

Lord Mayor's Cadet Initiative

13. The current City of London Mayoralty concludes in November 2021. A Lord Mayor's City of London Police Cadet is recommended for the next Mayoralty.
14. The Lord Mayor already has an Army Cadet, RAF Cadet, Navy Cadet and St John's Ambulance Cadet, so the Police Cadet initiative meets that provision. The new Lord Mayor's focus will be on Social Inclusion and Social Mobility which aligns with the Police Cadets. The Lord Mayor Cadet will be on a tenure basis (1-2 years maximum) and seen as ultimate recognition of exceptional work. There will be only one Lord Mayor City of London Police Cadet during that tenure and will be selected on merit.
15. Discussions with the Lord Mayor's Office indicate the Cadet could support the Lord Mayor at the Lord Mayor's Show (alongside the other Lord Mayor's Cadets), National Police Memorial Service (when held at St. Paul's Cathedral) and other low risk events where cadets are deployed. Noting that this Mayoralty concludes in November, it is proposed that the Lord Mayor Cadet begins with the next Mayoralty.

16. The City of London Police is seeking the Lord Mayor's consent for a Lord Mayor's Police Cadet to be instituted. This proposal has been discussed with the Lord Mayor's Office and has the full support of the Chair of the Police Authority Board.

Conclusion

17. By investing time and resources in the Volunteer Police Cadets the City of London will allow young people to have a real voice and understanding in policing. Youth engagement is one of Sector Policing's key areas and this initiative as detailed above provides a comprehensive strategy of how to best achieve a critical aspect of youth engagement in a meaningful way. This will bring a positive influence to communities we serve now and in the future.

Appendices

Appendix A- Outline of the Cadets program 21/09/2021 until 08/02/2022

Contacts:

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Ian Miller MBE

Commander

Special Constabulary

Appendix A

Outline of the Cadets program 21/09/2021 until 08/02/2022

All cadet training meetings are held in suitable facilities at the HAC City Road or Bishopsgate Police Station (Learning and Development suite New Street)

Date	Lesson	Leaders
21/09/2021	<ol style="list-style-type: none"> 1. Welcome, and intro to CoLP VPC Team 2. Operational mission, Policing principles, Expectations and Standards. 3. Statement Of Expectations, And code of conduct. 4. Structure of Cadets to be explained (how lessons will run, I.e input then practical every time) /Gravesend 5. Ask Cadets what they want to get from the Cadets/ Brain Storm for ideas and see what we can do 6. Explain to Cadets the Grade system and cadet rank system 7. Team expectations 8. Explain key events training + operational deployments 9. Cadets To sign all document in part one of their folder. 10. Issue of Pocket NoteBooks and uniform. 	PC Liam Masterson (Cadet coordinator) PC Kevin Woodcock (Cadet Leader). SC Richie Cooper SC Marcelo Monaco Sgt Luke Harley
28/09/2021	17:30 : 18:00 Cadets to Parade at 5.30 in lines. Basics of parading, standing to attention and general drill commands to be explained to Cadets Cadets To be given input on marching and	Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader

	<p>18:00 – 18:20 Pocket Note Book Lesson and pocket book rules, have the cadets start to fill out their pocket note books at the start of each lesson.</p> <p>18:20 – 18:30 Break</p> <p>18:30 – 19:00 First PT Fitness Lesson, involving team building exercise Intro to Base level understanding of keeping fit for the role. (Liam Masterson to arrange)</p> <p>19:00 – 19:30 Team Building</p> <p>Lesson Finish</p>	
5/10/2021	<p>17:30 : 17:50 Inspection and Drill Practice Police Caution Practice</p> <p>17:50 – 18:45 The Police Caution, explain they need to learn this as well, as they will be asked to recite it at the start of each lesson.</p> <p>Basic Policing Skill of Taking the correct details at an incident (Cadets must remember to ask for at least, Name, Date Of Birth, Address, Contact Number.</p> <p>Basic Understanding of what the PNC is and How we use it</p> <p>Intro To Stop and Search for next week</p> <p>18:45 – 19:30 Practical Exercises around what they have learnt and Team Building.</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
12/10/2021	<p>17:30 : 17:50 Inspection and Drill Practice Police Caution Practice</p> <p>17:50 18:25</p> <p>TSG (will attend)</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>

	<p>Stop and Search, Section 23 Misuse of drugs act.</p> <p>Section 1 of Pace</p> <p>Searching People safely</p> <p>(Classroom based and practical sections.)</p> <p>18:25 – 18: 30 Break</p> <p>18:30 – 19:30 Stop And Search Practical's and further input.</p>	
19/10/2021	<p>17:30 - 17:50 Inspection and Drill Practice Police Caution Practice</p> <p>17:50 - 18:45 Theft Lesson input Robbery and Burglary Intro</p> <p>18:45 – 1900 Recap Of Stop And Search</p> <p>19:00 – 19:30 Comfort break then split team in two</p> <p>Half Practical's around Theft and searching</p> <p>The other half problem solving activity</p> <p>15 minuets each</p> <p>Lesson Finish</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
26/10/2021	<p>17:30 : 17:50 Inspection and Drill Practice Police Caution Practice Pocket Book Inspection</p> <p>17:50 – 18:30 Break</p> <p>Possession of controlled substance lesson (Short Lesson)</p> <p>(some group work around this)</p> <p>How to use Police Radios. (Including Practices with them)</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>

	<p>Introduction to written and practical exams for their Grade 1</p> <p>18:30 – 18:50</p> <p>Practical Work with Radio, and correct way to talk over the radio.</p> <p>18:50 – 19:30 (Practical) where cadets will go be dispatched with a radio, attend a scene, perform a search, find a item and arrest subject with correct caution.</p>	
	<p>17:30 : 17:50 Inspection and Drill Practice Police Caution Practice</p> <p>17:50 – 18:20 Assault - Understand what Common Assault is, and have a basic understanding of how to deal with an assault incident</p> <p>18:20 – 18:40 Intro to ABH and GBH Offences the difference between assault and ABH</p> <p>Practice dealing with an assault incident</p> <p>18:40 – 18:50 Break</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>

2/11/2021	<p>18:50 – 19:30 PT Lesson, Including Obstacle Course, and making decision and recall of information when under pressure.</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
9/11/2021	<p>17:30 - 18:00 Inspection and Drill Practice Police Caution Practice Basic Drill Exam (See where cadets are with this)</p> <p>18:00 – 18:20 Grade 1 Practice Exam</p> <p>18:20 – 18:30 Intro To Gravesend End Competition – goal setting and teams selection to deliver</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>

	<p>an exceptional policing service at the Gravesend Competition against the Metropolitan Police as healthy competition. Team preparation for London wide Cadet competition and event structured around policing activities.</p> <p>18:30 – 18:40 Break</p> <p>18:40 – 19:30 Intro To First aid Basics and principles. In prep for their formal training</p>	
16/11/2021	<p>18:00 – 18:30 Full Grade 1 Recap Grade 1 written Exam</p> <p>18:30 – 19:00 Grade 1 practical exams</p> <p>19:00 – 19:30 Practical Resits If needed Obtaining Evidence and filling out correct evidence bags. (With practice)</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
23/11/2021	<p>17:30 - 17:55 Inspection and Drill Practice Police Caution Practice</p> <p>17:55 – 18:00 Break</p> <p>18:00 – 18:30 Grade 1 Re-sits (If Needed)</p> <p>Arrest and Custody Procedure Section 24 Pace</p> <p>18:30 – 19:30 Custody Procedure Practical's and role of the custody officers, cadets to perform both roles.</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
30/11/2021	<p>17:30 - 17:55 Inspection and Drill Practice Police Caution Practice</p> <p>17:55 – 18:05 Break</p> <p>18:05 – 18:20 Recap on arrest and custody Procedure</p>	

	<p>18:20 – 19:00</p> <p>Full practical's, including arrest and custody. Use searches, drug search's from grade 1 as well. Use of radios and safe searching</p> <p>19:00 – 19:30 Games</p>	
7/12/2021	<p>17:30 : 17:50 Inspection and Drill Practice Police Caution Practice Pocket Book Inspection</p> <p>18:00 – 19:30 Road Traffic Collisions Safety at a road traffic Collision – Cadets should be able to make a scene safe to work in Closing Off Roads – Cadets should be able to close off a road and demo how this is done safely. Consider First Aid and if this is needed Consider other emergency Services needed at the scene (LAS, LFB etc) VRM Checks – Cadets should be able to perform a VRM Check on the radio and add these to the cad. Perform a Breathalyzer procedure at the scene and if positive arrest the offender for Drink Driving</p> <p>Drink Driving Lesson</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
14/12/2021	<p>17:30 : 17:50 Inspection and Drill Practice Police Caution Practice Pocket Book Inspection</p> <p>18:00 – 18:30 Classroom Searching of houses and Open spaces</p> <p>18:30 – 19:30 Practical Searching Exercise</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
7/1/2022 New cohort of Cadets to be recruited		

for Grade 1 level		
4/01/2022	<p>17:30 : 17:50 Inspection and Drill Practice Police Caution Practice Pocket Book Inspection</p> <p>17:50 – 18:10 Possession of Offensive Weapons input and offences lesson</p> <p>18:10 – 18:50 Domestic Incidents, including filling out domestic report book.</p> <p>Cadets need to deal with a subject on scene where the person is violent</p> <p>18:50 – 19:00 Break</p> <p>19:00 – 19:30 Domestic Practical's</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
11/01/2022	<p>17:30 : 17:50 Inspection and Drill Practice Police Caution Practice</p> <p>17:50 – 18:30 TWOC, Theft from and theft of motor vehicles.</p> <p>18:30 – 19:30 PT, Shield run and intro to level 2 kit while performing exercise.</p> <p>Cadets to be given level 2 kit to practice in</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>
18/2/2022	<p>17:30 : 18:00 Inspection and Drill Practice Police Caution Practice Pocket Note Book Practice inspection.</p> <p>18:00 – 18:10 Break</p> <p>18:10 – 19:00 Grade 2 recap Grade 2 Written Exam Grade 2 Practical Exams.</p> <p>19:00 – 19:30</p>	<p>Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader</p>

	Resits and games	
25/2/2022	17:30 : 17:50 Inspection and Drill Practice 17:50 – 18:00 Break 18:00 – 18:30 CBRN Input, talk from CBRN teams and also video 18:30 – 18:40 Break 18:40 – 19:30 Full CBRN Exercise with Kit including first aid and arrest of subject.	Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader
1/2/2022	17:30 : 18:00 Inspection and Drill Practice Police Caution Practice 18:00 – 18:20 Grade 2 Resits (If needed) 18:20 – 18:40 Murder and Attempted Murder lesson <u>18:40 – 19:00</u> Practical Lesson on dealing with murder scene <u>19:00 – 19:30</u> Use of Cordon Tape, use of the Cordon Book and how its filled in Games	Liam Masterson (Cadet coordinator) Rosamund Sweet (Cadet coordinator) Kevin Woodcock (Cadet Leader). +1xCadet Leader
8/2/2022	Team preparation for London wide Cadet competition and event structured around policing activities.	
15/2/2022	Team preparation for London wide Cadet competition and event structured around policing activities.	
22/2/2022	Team preparation for London wide Cadet competition and event structured around policing activities.	
1/2/2022	Team preparation for London wide Cadet competition and event structured around policing activities.	

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Committee(s)	Date:
Police Authority Board – for information Independent Custody Visitor Panel – for information	21 October 2021 3 November 2021
Subject: Independent Custody Visiting Scheme Annual Report 2020/21	Public
Report of: Town Clerk	For Information
Report author: Rachael Waldron, ICV Scheme Manager, Town Clerk's Department	

Summary

This report completes the requirement to update Members on the progress of the City of London's Independent Custody Visiting Scheme, presenting the Panel's Annual Report and informing Members of some of the recent issues raised by the ICV Panel in relation to custody provision in the City. Issues raised at the Panel meetings over the past year include reference to outstanding recommendations highlighted in the HMICFRS/HMIP Custody Inspection; and significant challenges presented to the custody environment across the Coronavirus outbreak.

Recommendation(s)

Members are asked to note the contents of this report.

Main Report

Background

1. The current Independent Custody Visiting scheme is well established and has been functioning in its current capacity since November 2007. Members of the Police Committee agreed in May 2009, that a regular report would be presented to the Committee on an annual basis. This report fulfils that requirement.
2. Members may recall that Independent Custody Visitors (ICVs) conduct unannounced visits in pairs to custody suites to monitor and report upon the treatment and conditions of persons held in custody. They check that the rights and entitlements, wellbeing and dignity of detained persons are being observed; and monitor this on an entirely independent and confidential basis. Independent Custody Visitors undertake visits to custody in a voluntary capacity; and are there to look, listen and report on the conditions in custody at the time of their visit. They report their observations to the Force and to the ICV Panel, which is made up of all the visitors.
3. The City Visitors have all been trained in conjunction with the Independent Custody Visiting Association (ICVA) and the Mayor's Office of Policing and

Crime (MOPAC). Further training is provided to the Panel, which meets on a quarterly basis to discuss topical issues relevant to custody practice. The training provided expands upon potential issues of concerns for detainees in custody settings, such as mental health, vulnerability, restraint and use of force and sets out established good practice that Independent Visitors can draw upon and carry forward in their roles.

4. The visits take place on a three in two weeks basis for Bishopsgate Police Station as agreed by the Scheme and City of London Police (CoLP). Developments with the Covid-19 outbreak resulted in a reduction across the frequency of visits, with visits occurring once a week (from March 2019 to the present time). The visitors will also visit Brewery Road Custody (as part of the collaboration with the British Transport Police). In light of the Coronavirus outbreak, agreement has been reached with the City of London police to reduce the frequency of visits to Bishopsgate Custody.
5. Each visit to custody is recorded by the two visitors who fill out a short visiting form and document any areas of concern following interviews with detainees. This form provides Visitors with the opportunity to outline their observations at the time of visiting and can include reference to any matters pertinent to the welfare of the detainee, such as the status of their immediate health following examination from a Healthcare Professional (HCP), adherence to any dietary requests and opportunities to practice any religious observations. Copies of each completed form are then sent to the Custody Manager, ICV Scheme Manager, ICV Scheme Administrator in the Town Clerk's Office and the Superintendent should any further action be required.
6. Meetings of the ICV Panel continue to take place on a quarterly basis and are attended by all Custody Visitors, alongside colleagues from the Town Clerk's Department, City of London Police (usually the custody manager) and Board representative Deputy Keith Bottomley who continues to provide critical and focused scrutiny on key areas of custody practice in his role as SIA Lead for Safeguarding & Public Protection. It should be noted that the adjustments implemented across the latter end of Q1 (Jan-March 2020), remain in place to ensure meetings of the ICV Panel can continue following any further reinstatement of lockdown measures by the Government.
7. The Panel reviews the records of visits since the last meeting and visitors are able to discuss any issues or areas of good practice as a collective. Visitors are also able to ask detailed questions of the representatives of the Force, including the custody manager, about any areas of concern. The Panel also considers more general aspects of custody practice such as the circulation of visiting rotations and availability. Furthermore, wherever appropriate the Panel also considers matters relevant to effective custody provision and provides feedback on how the conditions in police custody can be improved.
8. The ICV Panel would like to formally record its thanks to Independent Custody Visitor Thomas Beardsworth who departed the scheme over the previous year. He remained committed to ensuring the rights, entitlements and wellbeing of detainees were monitored and observed; and have provided

valuable contribution to the Scheme across the duration of his time on the Panel.

9. The Panel also records their thanks to all ICVs. All should be commended for their steadfast commitment shown throughout the Coronavirus outbreak.

Panel Issues in 2019/20

10. The Panel has produced its tenth Annual Report, which is attached at Appendix A. This reports on the Panel's performance over the last 12 months, provides information about the visits made and issues raised as a result. The report also sets out the Panel's objective for 2021/22. Key issues raised at the Panel meeting include the following:

a) Coronavirus

The continuation of the Coronavirus outbreak from the latter end of March 2020 continued to present challenge to the custody environment; and drew further attention to the need to ensure greater parity of care and effective oversight in relation to detainee health and welfare.

The City of London Scheme continued to uphold its statutory duty across this time to ensure that a balance was struck between the need to monitor police custody and maintain the safety of all. The Chairman, Vice Chair, Scheme Manager and Custody Manager have continued to work collaboratively across this period. Action has been undertaken by all to ensure the treatment, welfare and rights of detainees are upheld at a time of increasingly difficult pressure for police. It should be acknowledged that monitoring has continued throughout the course of the outbreak, however the Scheme Manager will now work with the CoLP to ensure appropriate monitoring practices are in place longer term, should further lockdown periods ensue preventing physical visits to custody

b) Exercise Yard

The City of London Police completed the implementation of this custody yard in June 2021, which has enabled detainees to have routine access to fresh air and helped their health and wellbeing whilst detained.

c) CCTV Project

The existing CCTV within Bishopsgate Custody Suite was replaced, and an additional camera installed in the Exercise Yard as part of the Secure City programme, which has allowed for the enhanced monitoring of detainees whilst held in custody. The Scheme Manager will continue to work with the CoLP to ensure that existing IT infrastructure issues are appropriately escalated to the Police Authority Board.

Legal Implications

11. In accordance with Section 51 of the Police Reform Act (2002), the City Corporation is required to have in place an Independent Visitors Scheme.

Conclusion

13. The City of London ICV Scheme provides an independent assessment across the treatment of detained persons. The commitment and dedication of volunteer visitors ensures a continued and appropriate level of scrutiny of the Force is maintained.

Further updates on this Scheme will continue to be provided to Members on an annual basis.

Appendices

- Appendix 1 – ICV Annual Report 2020/21

Background Papers

Annual Custody Report – November 2019 Police Committee
ICV Guidelines – January 2017 Police Committee

Rachael Waldron

ICV Scheme Manager – Town Clerk's Department

E: Rachael.Waldron@cityoflondon.gov.uk



City of London

Independent Custody Visiting Scheme

Annual Report
October 2021

Foreword, by the Chairman of the ICV Panel, Godfrey Baillon-Bending

In the third year of my tenure as Chair of the ICV Panel, we have faced many challenges due to the pandemic. However, the situation is slowly improving, and life is getting back to some normality.

In the last year, I am very pleased to report that the Home Office granted Independent Custody Visitors key worker status, which was essential to supporting the smooth running of the criminal justice system; and enabled the Scheme to maintain weekly physical visits to custody. Nationally, many schemes were unable to undertake physical visits to custody and were required to utilise alternative communication methods, such as telephone calls and virtual enabled monitoring.

The City of London Police custody staff have shown a high level of resilience during these very difficult times enabling visits to be carried out. Additional safety procedures were introduced by the City Police at the start of the pandemic, which included risk assessments for all individuals entering the custody suite. Further security measures were also introduced following the fatal shooting of Sergeant Matiu Ratana and metal detectors are now being used at the point of arrest.

Appropriate safety measures have been introduced for Independent Custody Visitors (ICVs) and ICVs have been provided with personal protective equipment during visits. Upon entry to the custody area visitors temperatures were taken and questions relating to symptoms of covid were asked. The Scheme Manager also monitored on a regular basis if visitors had any covid symptoms.

Custody screens were installed at the booking-in desk in January 2021 and a new procedure of cleaning cells was introduced. Solicitors moved to virtual interviews with clients, which have been met with challenges but given the circumstances, have worked reasonably well. A new scheme involving the Samaritans has also been introduced for the benefit of detainees and staff and has been received well by all.

Despite delays, improvements to the Custody suite have been implemented, as per the HMICFRS recommendations and Bishopsgate Custody Suite now has fully functioning exercise yard. Works remain ongoing with the City of London Police's wider CCTV upgrade project, but it is hoped that the ongoing infrastructure issues will be resolved shortly.

Due to the restrictions at the Guildhall arrangements have been made for our quarterly meetings have been held virtually. The Vice Chair and myself have attended virtual meetings with various organisations including the Independent Custody Visitor Association (ICVA) and the Criminal Justice Alliance (CJA). We are currently engaged in a collaborative project with ICVA and the CJA to help improve the data collection of and improve the treatment of BAME detainees held in custody. Virtual training has also been delivered by the University of Cardiff on Appropriate Adult safeguarding. Additionally, ICVA have facilitated virtual training on: 'How to apply anti-racism practices in ICVA and the importance of representation, diversity and inclusion.

On a final note, I would like to thank all the ICV's for their dedicated and continued support in performing visits throughout what has been a very difficult year.

I also extend my thanks to the City of London Police, the Custody Manager and their staff and City of London Scheme Manager for their continued cooperation in the smooth running of the visits. All have continued to be very supportive.

James Thomson, Chairman Police Authority Board

Deputy Keith Bottomley, ICV Panel Member (SIA Lead for Public Protection and Safeguarding), Police Authority Board

INTRODUCTION

THE CITY OF LONDON INDEPENDENT CUSTODY VISITING SCHEME (ICV SCHEME)

The purpose of this report is to provide a thorough overview of work the City of London ICV Scheme in the period of 1 April 2020 to 31 March 2021. It aims to:

- report on the Panel's performance;
- provide the local community and the Police Authority Board with information
- outline issues and concerns that the visits have raised; and
- set out the objectives for 2021/22.

The City of London Corporation, in its role as the Police Authority for the City of London, is a separate body to that of the City of London Police; and has a statutory duty to ensure the delivery of the Independent Custody Visiting Scheme.

The operation and effective monitoring of the custody visiting scheme is the responsibility of the Police Authority Board.

Independent custody visiting is governed by a range of legislation and guidance including the Police and Criminal Evidence Act (PACE) 1984 and Home Office Codes of Practice and National Standards (2013).

Independent Custody Visitors (ICVs) are members of the local and business community who volunteer to visit police stations on an unannounced basis to check on the treatment of detainees and the conditions in which they are held. Independent Custody Visitors play a crucial role in ensuring the rights and entitlements of detainees are observed throughout the duration of the time in custody. ICVs also assess the wellbeing and health of a detainee in addition to auditing the conditions of custody suites across visits.

During the visit, ICVs complete numerous checks, speaking to both custody staff and

detainees and file a report based on their findings.

The Scheme monitors conditions in custody to provide transparency and to increase public confidence in police services while offering protection and confidentiality to detainees. The ICV Panel produce quarterly reports that provide a summary of their findings in custody. With regards to eligibility ICVs must:

- be over 18;
- be independent from the police force and policy authority; and
- have no direct involvement in the criminal justice system.

The City of London ICV Panel currently consists of 8 visitors who visit the custody suite situated at Bishopsgate Police Station three times every fortnight. Unannounced visits to Bishopsgate custody commenced to the suite in this manner, up until the point of the Coronavirus outbreak. The subsequent lockdown measures that were implemented in the latter part of March 2020 resulted in visits being conducted to Bishopsgate custody suite on a weekly basis.

The City of London ICV Panel also work in close collaboration with the Mayor's Office for Policing and Crime (MOPAC). Independent custody visitors from the City of London Scheme have undertaken unannounced visits to Brewery Road custody facility; and attended Panel meetings of the Islington ICV Scheme across this period.

A member of the Police Authority Board attends the quarterly Panel meetings along with a representative of the Force to ensure that any questions or concerns that have surfaced from visits to custody can be adequately addressed. The quarterly Panel meetings are supported by employees from the Town Clerk's Department (ICV Scheme Manager; ICV Scheme Administrator and Policy Manager).

THE ROLE OF INDEPENDENT CUSTODY VISITORS

To ensure the safety and wellbeing of volunteers, it is mandatory for visits to custody to be undertaken in pairs. Visits to custody are made unannounced basis so that ICVs can look, listen and report on conditions in custody at the time of their visit.

The primary objective of all visitors is to observe and report on the treatment and conditions of individual detainees and to check that their rights and entitlements are being observed.

ICVs are accompanied by a custody officer at all times throughout their visit to custody. Each detainee is provided with an opportunity to engage and speak directly to custody visitors. Circumstances may arise where detainees should not be disturbed, particularly when they are asleep during a rest period, or when specific health or safety risks have been identified which prevent an interview from taking place. Detainees may only be interviewed with their consent and may choose not to provide permission.

Visit interviews with detainees are undertaken in clear sight, but outside earshot of the escorting officer so details of what visitors see and hear remain confidential. Strict rules of confidentiality apply so that detainees are identified by their custody numbers only. ICVs remain independent and impartial. They do not provide advice or seek to involve themselves in the process of investigation. In this respect, they are not concerned with any alleged offence and cannot perform tasks on behalf of the detained person.

Custody visitors complete a report after every visit, to record details of the visit. The information included in this report focuses on actions for the Force and the Scheme Manager and can include:

- details of any good practice ICVs have observed across the course of their visit
- reference to any immediate problems encountered and resolved at the time of visiting; or
- details of any matters requiring further action.

Copies of the reports are provided for the Superintendent (if appropriate), the Custody Manager and the Scheme Manager on behalf of the Police Authority Board.

The information provided within each report is followed up and discussed by the ICV Panel at the next review meeting. If necessary, more serious issues can be highlighted directly to the Police Authority Board or dealt with outside the Panel meetings.

PANEL MEETINGS

The quarterly Panel meetings provide Visitors with an opportunity to discuss each visit and raise any issues that have arisen across the previous quarter. Short update and information sessions are also incorporated into each agenda to ensure that Visitors are kept up to date and well informed of national developments regarding the custody environment. Topics discussed this year included:

1. Coronavirus

The continuation of the Coronavirus outbreak from the latter end of March 2020 continued to present challenges to the custody environment; and drew further attention to the need to ensure greater parity of care and effective oversight in relation to detainee health and welfare.

The City of London Police were required to undertake rapid changes to incorporate public health requirements into their day-to-day policing activities. With such massive change in such short periods of time, monitoring custody became both harder and more important.

Despite the barriers presented by the COVID-19 pandemic, the City of London Police Custody Team and City Scheme Manager worked together to continue to ensure that the City scheme continued to uphold its statutory duty across this time and continued physical visits to custody.

It became apparent throughout the course of the outbreak that there were a number of COVID-specific issues highlighted by ICVs, particularly in relation to issues of hygiene; and ensuring that sufficient facilities and supplies were provided to all who remained in detention during this time.

Outcome: Police custody had to continue whilst lockdown came into force and new health measures were put in place.

The City of London Police were required to adapt their working practices and make rapid changes and adopt protocols set out by the National Police Chief's Council (NPCC), Crown Prosecution Service (CPS) and other agencies to ensure appropriate safety measures were in place for all individuals entering the custody environment.

The Chairman, Vice Chair, Scheme Manager and Custody Manager continued to work collaboratively across this period, to ensure that the treatment, welfare and rights of detainees were upheld at a time of increasing difficult pressure for the police. The City of London Police were required to make rapid changes to ensure appropriate safety measures were in place for all individuals entering the custody environment.

Additional safety measures were taken by the Custody Manager to introduce a COVID-19 Standard Operating Procedure and risk assessment protocol.

Outcome: This enhanced the Forces approach to risk assessments and enabled the wider custody team to identify and manage detainees (and visitors entering the suite) with, or suspected of having COVID-19 prior

to entering the suite. The implementation of these procedures provided an effective way to identify and reduce both exposure and transmission of Coronavirus in custody.

Where risks were identified, the Force tried to keep detainees as isolated as possible in the custody suite, while looking after them safely.

Detainees were provided with access to necessary protective equipment (PPE), which included face covering, handwashing facilities and sanitiser throughout their time in detention. Additional steps were also taken by the City of London Police to setup facilities so that detainees could access justice during the pandemic. Generally, the arrangements worked effectively, and the City of London Police were quickly able to facilitate legal representation for detainees via telephone calls and virtual arrangements via video enabled justice (VEJ) technology. This enabled detainees to engage with legal advice via remote communication methods across height of the pandemic.

2. Exercise Yard

The joint inspection by HMICFRS/HMIP in 2018 outlined the lack of suitable exercise facility for detainees at Bishopsgate Custody Suite was a cause for concern, as detainees could be held in custody for long periods without having access to time outside or opportunities to exercise.

The City of London Police completed the implementation of this custody yard in June 2021, which has enabled detainees to have routine access to fresh air and helped their health and wellbeing whilst detained.

Outcome: Whilst it should be acknowledged that action has been taken by the City of London Police to address the improvements highlighted by HMICFRS during a time of increased difficulty, there were a number of challenges encountered across the implementation of this project, which included:

- Delays to essential maintenance works being undertaken within the suite
- Corrections to internal and external maintenance work within Bishopsgate custody suite
- Exceeded projected costings
- Extensions to temporary custody arrangements with other policing forces

The Force should consider undertaking a review of the exercise yard project (& the installation of the new CCTV system) to identify lessons learned and areas for improvement for future project management processes.

Outcome: The ICV Scheme Manager has raised these concerns internally with the City of London Police Custody Management Group; and will work with the Force to ensure the implementation of the new custody facility at Fleet Street.

3. CCTV Upgrade Project

The existing CCTV within Bishopsgate Custody Suite was replaced, and an additional camera installed in the Exercise Yard as part of the Secure City programme, which has allowed enhanced monitoring of detainees held in custody.

Outcome: It should be noted that the City of London Police have continued to undertake work to resolve some of the infrastructure issues encountered with the installation of this new technology and it remains a work in progress.

4. Safety within the Custody Environment

Following the fatal shooting of Sergeant Matiu Ratana in a London custody facility, The Custody Manager took steps to supply all officers with portable metal detectors, which are now carried in police vehicles.

Outcome: City of London Police officers are now able to search individuals using these portable devices, prior to detention at Bishopsgate custody suite.

5. Samaritans

In 2015, the HMICFRS published a thematic report on the welfare of vulnerable people in police custody. This inspection placed particular focus on three groups where there was a pronounced concern about the treatment of individuals with mental health conditions, those from black, Asian and minority ethnic backgrounds and children. The report concluded that the lack of appropriate mental health provision to prevent crises or support those in need of emergency care led to unnecessary and potentially unsafe detention of people with mental health problems.

The Samaritans are attending custody twice a week to visit detainees, visitors and staff working within the suite.

Outcome: Monitoring of the service is ongoing with a review to evaluate the first three months of partnership before the end of October 2021.

6. Diversity, Equality and Inclusion

The City of London ICV Scheme is involved in a collaborative project with the Independent Custody Visitors Association (ICVA) and Criminal Justice Alliance which seeks to improve the monitoring of equalities by ICVs (with a focus on race and women) and improve the treatment of black, Asian and ethnic minority people in police custody.

Outcome: Publication of this report is expected in Autumn 2021.

2021/22

The City of London ICV Panel wanted to ensure that it meets its objectives in scrutinising the custody arrangement in the City of London. It has set itself the following targets for 2021/22:

- Continued recovery from the COVID-19 Pandemic.
- to promote and raise awareness of the work of the ICV Panel.
- to maintain awareness of national trends.
- To work with the CoLP to ensure the successful implementation of custody facilities at the CoLPs new Headquarters.

- To work with the Independent Custody Visiting Association (ICVA) and Criminal Justice Alliance to improve the monitoring of equalities by ICVs and improve the treatment of black, Asian and ethnic minority individuals and women in police custody.

Conclusion

The City of London ICV Scheme provides an independent assessment across the treatment of detained persons. The commitment and dedication of volunteer visitors ensures a continued and appropriate level of scrutiny of the Force is maintained. In this regard, the scheme continues to offer a level of scrutiny which the Police Authority Board can rely upon.

Visit Statistics

	Total number of detainees in Custody at time of visit	No of detainees offered visit	No. of detainees accepted visit
Bishopsgate Q1	22	19	17
Bishopsgate Q2	31	15	14
Bishopsgate Q3	34	24	20
Bishopsgate Q4	15	7	5
Total	102	65	56

ISSUES AND CONCERNS ARISING FROM VISITS

This list of issues and concerns reflects the range of issues that have been raised by detainees in the City of London in the last year and, in addition, other issues which have been reported by ICV Panels elsewhere for which there has been a nil return in the City of London.

	Bishopsgate
No of Total Visits	
Report Form with no matters requiring a police response	1
Infrastructure/furnishings/fittings/out of service	71
Comments individual officers – Positive	27
Comments individual officers – negative	0
Cleaning, tidiness and general hygiene – positive	2
Cleaning, tidiness and general hygiene negative	5
Information Technology	7
Temperature	11
Health related matters	27
Procedures not followed	0
Rights and entitlements seemingly delayed	0
Personal hygiene requests – (showers, washing etc)	4
Requests for phonecalls	2
Perceived risk to detainees	0
Periodic checks (15, 30 minutes) not maintained	0
Requests for food and drink	2
Requests for literature/documents	3

Station	Target No of Visits	Achieved	% of Target
Bishopsgate	52	51	98.07

DAYS OF VISITS

	No of Visits	% (figure expressed to two decimal place)
Monday	3	0.05%
Tuesday	4	0.07%
Wednesday	6	0.11%
Thursday	17	0.33%
Friday	7	0.13%
Saturday	12	0.23%
Sunday	2	0.03%
Total	51	

TIME OF VISITS

00.01-06.00	0
06.00-12.00	24
12.01-18.00	14
18.01-00.00	13

DAYS OF VISITS/TIMES – COMBINED

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
00.01-06.00	0	0	0	0	0	0	0
06.00-12.00	1	2	2	2	4	1	1
12.01-18.00	1	1	2	10	2	8	1
18.01-00.00	1	1	2	5	1	3	0

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Committee(s)	Dated:
City of London Police Authority Board	21 October 2021
Subject: Report of Action Taken Between Meetings	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
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: The Town Clerk	For Information
Report author: Polly Dunn, Senior Committee and Member Services Officer	

Summary

This report advises Members of action taken by the Town Clerk outside of the Board's meeting schedule, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and (b).

Recommendation(s)

That Members note the report.

Main Report

Delegated Authority – City of London Police Annual Report 2020-21 [18 August 2021]

The draft City of London Police Annual Report, representing the achievements of the City of London Police for the past financial year, was submitted to the Board for consideration on 19 July 2021. The report contained information on crime, financial and staff statistics, as well as a summary of performance and highlights within the year.

At the meeting, Members were invited to send any comments on and/or changes via the Clerk, by Friday 31st July 2021. Delegated Authority was then granted. No comments were received in this timeframe. The Town Clerk later exercised approval of contents for the final version of the 2020-21 Annual report, for its onward submission to the Court of Common Council (for information) in September 2021.

Conclusion

Background papers for Members are available from Polly Dunn on the email address provided below.

Polly Dunn

Senior Committee and Member Services Officer, Town Clerk's Department
E: polly.dunn@cityoflondon.gov.uk

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of the Local Government Act 1972.

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