



City of London Police Authority Board

Date: WEDNESDAY, 24 MAY 2023
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chair)
Caroline Addy
Munsur Ali
Nicholas Bensted-Smith
Alderman Professor Emma Edhem
Helen Fentimen
Alderman Timothy Hailes
Deputy Graham Packham
Deborah Oliver
Dawn Wright
Melissa Collett (External Member)
Andrew Lentin (External Member)
Sir Craig Mackey (External Member)
Michael Mitchell (External Member)

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Ian Thomas
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 draft public minutes and non-public summary of the Police Authority Board meeting held on the 2nd of May.

For Decision
(Pages 7 - 16)

4. **STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE DRAFT MINUTES**

To receive the draft minutes of the Strategic Planning & Performance Committee meeting held on 3rd of May.

For Information
(Pages 17 - 22)

5. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 23 - 24)

6. **CHAIR'S PUBLIC UPDATE**

Report of the Chair.

For Information
(Pages 25 - 28)

7. **COMMISSIONER'S UPDATE**

Report of the Commissioner.

For Information
(Pages 29 - 32)

8. **APPOINTMENT OF MEMBERS TO THE POLICE AUTHORITY BOARD COMMITTEES**

For Decision

- a) **Appointment of the Professional Standards and Integrity Committee's Deputy Chair**

For Decision

- b) **Up to Two Co-Opted appointments to be made from the Membership of the Court of Common Council to the Professional Standards and Integrity Committee**

For Decision

- c) **Up to Two Co-Opted appointments to be made from the Membership of the Court of Common Council to the Economic and Cyber Crime Committee**

For Decision

- d) **Up to Two Co-Opted appointments to be made from the Membership of the Court of Common Council to the Strategic Planning and Performance Committee**

For Decision

- e) **Up to Two Co-Opted appointments to be made from the Membership of the Court of Common Council to the Resource, Risk and Estates Committee**

For Decision

9. **MEMBER GOVERNANCE ENTERPRISE RESOURCE PLANNING (ERP) DELIVERY**

Report of the Chamberlain.

For Decision
(Pages 33 - 38)

10. **VISION ZERO PLAN 2023 – 2028**
Report of the Executive Director of the Environment Department.

For Decision
(Pages 39 - 128)
11. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**
Joint report of the Commissioner and Executive Director of Children and Community Services Department.

For Information
(Pages 129 - 136)
12. **HMICFRS PEEL INSPECTION 2022**
Report of the Commissioner.

For Information
(Pages 137 - 156)
13. **VIOLENCE AGAINST WOMEN AND GIRLS UPDATE**
Report of the Commissioner.

For Information
(Pages 157 - 164)
14. **CITY OF LONDON POLICE RISK REGISTER**
Report of the Commissioner.

To be read in conjunction non-public appendices at Item 26.

For Information
(Pages 165 - 174)
15. **QUARTERLY EQUALITY AND INCLUSION UPDATE**
Report of the Commissioner.

For Information
(Pages 175 - 198)
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 draft non-public minutes of the Police Authority Board meeting held on the 2nd of May.

For Decision
(Pages 199 - 200)

20. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 201 - 202)

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

The Chair to be heard.

For Information

22. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information

23. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE -
PROGRAMME PROGRESS AND BUDGET SETTING REPORT**

Report of the Commissioner.

For Decision
(Pages 203 - 210)

24. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE
PROGRAMME - INFRASTRUCTURE AND PROJECTS AUTHORITY
INDEPENDENT GATEWAY 3 OUTCOME REPORT**

Report of the Commissioner.

For Information
(Pages 211 - 242)

25. **HMICFRS INSPECTIONS UPDATE- VETTING, MISCONDUCT, AND MISOGYNY IN
THE POLICE AND COLP COUNTER CORRUPTION AND VETTING INSPECTION**

Report of the Commissioner.

For Information
(Pages 243 - 246)

26. **NON-PUBLIC APPENDICES**
Non-public appendices to be read in conjunction with Item 14.

For Information
(Pages 247 - 288)

27. **REPORT OF ACTION TAKEN**
Report of the Town Clerk.

For Information
(Pages 289 - 292)

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

30. **CORPORATE SERVICES REVIEW**
Report of the Commissioner.

To follow.

For Information

CITY OF LONDON POLICE AUTHORITY BOARD

Tuesday, 2 May 2023

Minutes of the meeting of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 2 May 2023 at 11.00 am

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chair)
Alderman Professor Emma Edhem
Helen Fentimen
Alderman Timothy Hailes
Deputy Graham Packham
Melissa Collett (External Member)
Andrew Lentin (External Member)
Sir Craig Mackey (External Member)
Michael Mitchell (External Member)

In attendance virtually:

Munsur Ali

Officers:

| | |
|---------------------|---|
| Bob Roberts | - Deputy Town Clerk |
| Richard Holt | - Town Clerk's Department |
| Richard Riley | - Police Authority Director |
| Rachael Waldron | - Police Authority Team |
| Caroline Al-Beyerty | - The Chamberlain |
| Marchione, Frank | - Comptroller and City Solicitor's Department |
| Dorian Price | - City Surveyor's Department |

City of London Police:

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|----------------------|---|
| Paul Betts | - Assistant Commissioner, City of London Police |
| Alistair Cook | - CFO City of London Police |
| Nik Adams | - Commander, City of London Police |
| Alix Newbold | - City of London Police |
| Gary Brailsford-Hart | - City of London Police |
| Sanjay Anderson | - City of London Police |

1. APOLOGIES

The Board approved that Alderman Timothy Hailes take the chair for those items of business before the election of the Chair.

Apologies were received from Nicholas Bensted-Smith, Deborah Oliver and Dawn Wright.

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

There were no declarations.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Board received the Order of the Court of Common Council appointing the Board and setting its terms of reference.

RESOLVED- That the Order of the Court of Common Council be received.

4. **ELECTION OF CHAIR**

The Board proceeded to elect a Chair in accordance with Standing Order No. 29. Deputy James Thomson being the only Member expressing a willingness to serve was duly elected as Chair for the year ensuing and took the Chair.

Following his election, the Chair thanked the Board for their support and congratulated Dawn Wright and Deborah Oliver for their reappointment to the Board. The Chair outlining the achievements for the Police Authority including the stabilised financial position, new stronger leadership team and significantly strengthened Police Authority Team as important achievements. In addition, the Chair observed that the relationship between the City of London Police and key stakeholders internally and externally had been strengthened.

The Chair also outlined their priorities for the year ahead commenting that with the resources and people in place further significant positive change to the way the City of London Police serves communities, both locally and nationally, could be made at pace, highlighting the updated Policing Plan and significant fifteen percent uplift in police numbers as key contributors to this aim. Moreover, the accommodation programme, next generation of Action Fraud and continuing threat of terrorism were highlighted as priorities for the Police Authority to support.

The Chair observed that with trust and confidence in policing in the spotlight priorities should continue to include; increased focus on victims, stronger partnership working through Safer City Partnerships including mental health and suicide prevention, building further on the work to tackle violence against women and girls and ensuring local policing and sector policing is fully engaged with all communities. In addition, the Chair commented that the City of London Police ensuring it had a strong and inclusive workforce that is representative of the communities was vital to achieving trust and confidence in policing noting the important of the Inclusivity Programme and cultural change to making the Force the most inclusive police service in the country, which it was confirmed was their firmly held ambitious.

The Chair concluded that the City of London Police was in a good place but noted the aim to make it a truly outstanding police service highlighting the role for both Members and Officers.

RESOLVED- That Deputy James Thomson be elected as Chair of the Police Authority Board for the year ensuing.

5. **ELECTION OF DEPUTY CHAIR**

The Board proceeded to elect a Deputy Chair in accordance with Standing Order No. 30. Tijs Broeke being the only Member expressing a willingness to serve was duly elected as Deputy Chair for the year ensuing.

The Deputy Chair thanked Members for their support and commented on his intention to support the Chair in his priorities as well as working with officers from both the City of London Corporation and Police.

RESOLVED- That Tijs Broeke be elected as the Deputy Chair of the Police Authority Board for the year ensuing.

6. **MINUTES**

The Board considered the draft public minutes and non-public summary of the Police Authority Board meeting held on the 22nd of March.

A Member clarified that the Streets and Walkways Sub-Committee was committed to tackling the issue of dumping e-scooters and bikes rather than legal enforcement, as was listed in the minutes, which was responsibility of the City of London Police. The Board agreed that the minutes be amended to reflect this clarification. The Deputy Chair noted that the issue of e-scooters and bikes would be added to the actions list for the Strategic Planning and Performance Committee which is where the deep dive on this work would be undertaken.

RESOLVED – That the public minutes and non-public summary of the Police Authority Board meeting held on the 22nd of March, subject to the clarification specified, be approved as an accurate record.

7. **OUTSTANDING REFERENCES**

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

An update was provided on action 18/2022/P noting that a final draft of Police Authority Board handbook would be circulated to the Board and relevant Officers for comment, subject to which, and would be presented to the Board at the meeting on the 24th of May for approval.

The Chair commented on action 4/2023/P stating that the joint work from the Force and Corporation on the Protect Duty should not wait until the finalisation of the legislation. The Director of the Police Authority undertook to provide a verbal update to the Board meeting on the 24th of May on the preparatory for work completed regarding the Protect Duty. The Deputy Chair suggested that the Crime and Disorder Scrutiny Committee also consider this matter. In addition, it was confirmed that the clerk for the Police Authority Board would also be the clerk to the Crime and Disorder Scrutiny Committee and that the lead officer for this Committee would be confirmed before its first meeting.

The Board were updated on the engagement with the Independent Advisory and Scrutiny Group and the Youth Independent Advisory and Scrutiny Group noting that a further report was due in November.

RESOLVED – That the report be noted.

8. **CITY OF LONDON POLICE AUTHORITY BOARD'S COMMITTEES AND APPOINTMENTS**

The Board considered a report of the Town Clerk relating to its Committees and Appointments.

The Board discussed the frequency of Board and Committee meetings agreeing to reduce the number of Board meetings by removing the November meeting.

The Board approved the Chair, Deputy Chair, Member, External Member and Committee Member role descriptions at Appendix 3.

The Board considered the appointment of each of the Committees. With regard to the appointment of a Chair of the Professional Standards and Integrity Committee the Town Clerk informed the Board that two members of the Board had expressed an interest in serving as the Committee's Chair. Further to Standing Order 29 the Chair noted that the default was now that sub-committees be chaired by the Chairman and Deputy Chairman of the appointing Committee or their nominee but sought the views of the Board through an indicative ballot before making their nomination. It was clarified that, further to a previously approved protocol, in instances where the Board was required to take a formal decision the views of all members of the Board would be sought through a ballot before the Court of Common Council Members take a formal decision. The results of this indicative ballot were eight indications for Michael Mitchell and two for Deborah Oliver. Following the results of this indicative vote the Chair nominated Michael Mitchell to serve as the Chair of the Professional Standards and Integrity Committee which the Board approved.

The Board noted that the Chair was appointed as chair of the National Cyber Resilience Centre Group and this appointment would be kept under review.

RESOLVED-That: -

Economic & Cyber Crime Committee (ECCC)

- a) Members noted the inclusion of the appointment of the Chairman of Policy & Resources Committee or their nominee to the ECCC;
- b) Members noted the responsibility of Policy & Resources Committee to appoint a further one of its Members to the ECCC;
- c) Members approved the terms of reference and composition as proposed in Appendix 2;
- d) Members agreed that, in addition to the Board's Chair and Deputy Chair, Alderman Emma Edhem, Andrew Lentin, Deputy Graham Packham, Dawn Wright, Nicholas Bensted-Smith and Sir Craig Mackey be appointed for 2023/24.

- e) Members agreed that Deputy James Thomson be appointed Chair for 2023/24; and Tijs Broeke be appointed Deputy Chair for 2023/24.
- f) Members approved the continuation of Michael Landau as the External Independent representative.
- g) Members noted that the co-opted Court of Common Council places on the Committee were to be advertised after the meeting and appointed at the next meeting of the Board.

Strategic Planning & Performance Committee (SPPC)

- a) Members approved the terms of reference as proposed in Appendix 2.
- b) Members agreed that, in addition to the Board's Chair and Deputy Chair, Caroline Addy, Munsur Ali, Alderman Timothy Hailes, Andrew Lentin and Deborah Oliver, Melissa Collett and Michael Mitchell be appointed for 2023/24;
- h) Members agreed that Tijs Broeke be appointed Chair for 2023/24; and Andrew Lentin be appointed Deputy Chair for 2023/24.
- i) Members noted the continuation of the External Independent representatives appointed.
- j) Members noted that the co-opted Court of Common Council places on the Committee were to be advertised after the meeting and appointed the next meeting of the Board.

Resource, Risk & Estates Committee (RREC)

- a) Members approved the terms of reference as proposed in Appendix 2.
- b) Members agreed that, in addition to the Board's Chair and Deputy Chair, Alderman Timothy Hailes, Alderman Emma Edhem, Andrew Lentin, Helen Fentimen and Dawn Wright be appointed for 2023/24;
- c) Members agreed that Alderman Timothy Hailes be appointed Chair for 2023/24; and Tijs Broeke be appointed Deputy Chair for 2023/24.
- d) Members noted the continuation of the External Independent representatives appointed.
- e) Members noted that the co-opted Court of Common Council places on the Committee were to be advertised after the meeting and appointed at the next meeting of the Board.

Professional Standards & Integrity Committee (PSIC)

- a) Members approved the terms of reference as proposed in Appendix 2.

- c) Members agreed that, in addition to the Board's Chair and Deputy Chair Caroline Addy, Nicholas Bensted-Smith, Alderman Emma Edhem and Deborah Oliver, Helen Fentimen and Michael Mitchell be appointed for 2023/24;
- d) Michael Mitchell be appointed Chair for 2023/24; and Deborah Oliver provisionally be appointed Deputy Chair for 2023/24 subject to her willingness to serve.
- e) Members noted that the positions of external members would be appointed to by the Board.
- f) Members noted that the co-opted Court of Common Council places on the Committee were to be advertised after the meeting and appointed at the next meeting of the Board.

City of London Police Pensions Board

- Members agreed Alderman Alexander Barr be appointed as Chairman for 2023/4, subject to his willingness to serve;
- Members agreed Cllr John Todd as Deputy Chairman for 2023/24, subject to his willingness to serve; and
- Members endorsed the terms of reference at Appendix 2.

Streets & Walkways Sub (Planning & Transportation) Committee

- Members agreed that Deputy Graham Packham be appointed.

Digital Services Committee

- Members agreed that Alderman Emma Edhem be appointed.

Homelessness & Rough Sleeping Sub (Community & Children's Services) Committee

- Members agreed that Helen Fentimen and Munsur Ali be appointed.

Association of Police and Crime Commissioners

- Members endorsed that Deputy James Thomson remain the APCC Member and noted that this appointment is within the gift of the APCC Board.

Capital Buildings Board

- Members noted the appointment of the Chair of the Police Authority Board and Alderman Timothy Hailes to the Capital Buildings Board.

Crime and Disorder Scrutiny Committee

- Members noted the appointment of the Chair and Deputy Chair of the Police Authority Board to the Crime and Disorder Scrutiny Committee.

Member Lead for Safeguarding and Public Protection (Vulnerability and ICV Scheme)

- The Members approved the appointment Deborah Oliver to serve as the Member Lead for Safeguarding and Public Protection (Vulnerability and ICV Scheme).

9. CITY OF LONDON POLICE (COLP) MUSEUM- UPDATE

The Board received a report of the Commissioner which provided an update on the City of London Police Museum.

The Board were informed of a number of competing demands with regard to the occupation of the Guildhall complex noting that if there were decisions of prioritisation these would need to be taken by the Operational Property and Projects Sub-Committee.

The Chair observed that the previous site of the Museum was used as part of the City of London Corporation's response to COVID but on the clear understanding that it would be reinstated when practicable. The Board discussed various possible sites for the Museum and highlighted the contribution that the Museum could make to the aims of Destination City.

Members expressed concern that the full background details of the project had not been adequately outlined in the report. Following clarification of the current context of the Museum reinstatement the Board agreed to return the Museum to the original site on a temporary basis whilst options for a more permanent site were assessed. A Member commented that if the commitment to reinstate the Museum had been made by the Corporation then the City of London Police should not be charged for this. It was added that if the operational costs for the Museum were to come from the Force's budget then the Police Authority Board should be the body holding responsibility for it, with this appropriately reflected in its terms of reference.

The Board commented that the Museum, once reinstated, would be asset to the strategic aims of Destination City.

Following a Board member's suggestion it was agreed that a full business case be prepared for the Museum to appropriately explore options for maximising its potential as a cultural asset.

RESOLVED- That the Board agreed to return the City of London Police Museum to the original site on a temporary basis whilst options for a more permanent site were assessed.

10. BARONESS CASEY REVIEW

The Board received a report of the Commissioner on the Baroness Casey Review.

The Board considered the concerns raised in the Review noting that, whilst it was specifically focused on the Metropolitan Police, there were important lessons for all police forces regarding the issues raised on leadership, recruitment, vetting, training, culture and communications. Additionally, it was noted that the degree of transparent scrutiny undertaken by the Professional Standards and Integrity Committee was a vital contributor to the oversight of these concerns by the Board. The Chair highlighted vetting and culture, particularly within specialist units, as key themes from the Review commenting on the importance of a truly diverse workforce to its culture.

A Member congratulated the Force on the quality of the Active Bystander Training which they had recently attended. Responding to this Officers confirmed that the Active Bystander Training was due to be extended to all of the Force, both police officers and staff. The Chair added that they would be contacting the Town Clerk to suggest the Training be offered to all Members of the Court of Common Council.

In response to Member's query regarding the reintroduction of the Member leads for Special Interest Area (SIA) the Chair noted that the engagement between the Police Authority and the Force meant that effective scrutiny also took place outside of Board and Committee meetings. In addition, it was suggested that options for the reintroduction of some of the SIA be further considered.

The Board noted the importance of the Workforce Plan, leadership and recruitment to ensuring an appropriate culture in the City of London Police. In addition, it was observed that a forward-looking action plan would be useful to establish a proactive approach to any areas of concern and confirmed that the Professional Standards and Integrity Committee would be focusing on this. Officers confirmed that proactive and ongoing work was being undertaken to ensure the correct culture is maintained at all levels of the Force, including maintaining standards of vetting at all times.

Following a Member's suggesting that a City of London Police representative be appointed to the City of London Corporation's Safeguarding Sub-Committee Officers clarified that this would be taken forward.

RESOLVED- That the report be noted.

11. ANNUAL REVIEW OF POLICE COMPLAINTS ACTIVITY - 2021/22

The Board received a report of the Town Clerk regarding the Annual Review of Police Complaints Activity 2021-22.

The Board commented that the report lacked appropriate commentary and comparative data needed for the Board to draw meaningful conclusions from the information provided. The Chair added that these reports need to be produced on a more timely basis and should be received by the Professional Standards and Integrity Committee. Officers explained data for this report was only available in December of 2022 noting that clearly this report needs to be prepared more promptly in future. The Chair instructed Officers not to delay the publication of the complaints data but to ensure that the lessons learnt were appropriately incorporated for the next publication. The Board agreed that the Professional Standards and Integrity Committee consider how to improve the format and focus of the report to ensure that it not only meets the

statutory requirements but also provides a strategic overlook of police complaints activity.

RESOLVED- That the report be noted.

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

There were no questions.

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

The Board received an update on the Force's activity to combat instances of anti-social behaviour and phone theft in the City of London. In addition, Officers confirmed the work of the City of London Police to assist with the coronation of the His Majesty King Charles the third and updated on the conviction following a stabbing incident. An update on the Force's role as national lead force was also provided, including on the recently launched Fraud Strategy.

The Chair commented on the opportunities for greater collaboration between the Force, Police Authority Team and other partners to more effectively communicate on issues regarding both the Force's role as national lead force and local policing.

14. **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.

| Item No. | Paragraph in Schedule 12A |
|-----------------|----------------------------------|
| 15-18 | 3 |

15. **NON-PUBLIC MINUTES**

The Board considered the draft non-public minutes the Police Authority Board meeting held on the 22nd of March.

RESOLVED – That the non-public minutes of the Police Authority Board meeting held on the 22nd of March be approved as an accurate record.

16. **NON-PUBLIC OUTSTANDING REFERENCES**

The Board received a joint report of the Commissioner and Town Clerk on the non-public actions from the previous meeting of the Board.

RESOLVED- That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

The meeting ended at 12.50 pm

Chair

Contact Officer: Richard Holt
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STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Wednesday, 3 May 2023

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held on Wednesday, 3 May 2023 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Deputy James Thomson
Helen Fentimen
Moawia Bin-Sufyan (External Member)
John Griffiths

Officers:

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|------------------|---|
| Richard Riley | - Police Authority Director |
| Richard Holt | - Town Clerk's Department |
| Paul Betts | - Assistant Commissioner, City of London Police |
| Alix Newbold | - City of London Police |
| Rob Atkin | - City of London Police |
| Matthew Bradford | - City of London Police |
| Kate MacLeod | - City of London Police |
| Brett McKenna | - City of London Police |
| Matthew Ebbs | - City of London Police |
| Claire Flinter | - City of London Police |
| Carly Humphreys | - City of London Police |
| Ellie Ward | - Community and Children's Services Department |

1. APOLOGIES

Apologies for absence were received from Deborah Oliver and Melissa Collett.

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

There were no declarations of interest.

3. MINUTES

The Committee considered the draft public meeting and non-public summary of the previous meeting of the Strategic Planning and Performance Committee held on the 6th of February 2023.

It was noted that Helen Fentimen, John Griffiths and Deborah Oliver were in attendance of the meeting held on 6th February 2023.

RESOLVED – That the public minutes of the previous meeting held on 6th February 2023, subject to the corrections specified, be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of the Town Clerk and Commissioner on the public outstanding actions from the previous meeting of the Committee.

The Chairman requested that an update on actions taken to curb the dangerous behaviour of e-scooters and bicycles be included as part of outstanding references. It was noted that as an outcome from the Police Authority Board the Committee needed to have an overview both of what the police are doing and what the Force can be doing to understand and address the issues raised by Members.

Members of the Committee requested that a hotspot survey be conducted to get an understanding of the issues and to identify any anti-social behaviour that may exist.

The Committee requested a review of legislation that applies to e-scooters and bicycles to understand whether they are enforceable or if they need to be amended.

A Member noted that the law prevented private individuals from insuring e-scooters and there may be an option to confiscate privately owned e-scooters because the law did not permit private insurance.

The Committee noted challenges Officers may experience with reporting to multiple Committees and in response, the Chair committed to reach out to the Town Clerk to request a greater collaboration between the Children & Community Services Department, Transport Team and the City of London Police to address identified issues. The Chairman further remarked that oversight for preventing crime and anti-social behaviour resides with the Committee.

RESOLVED - That the report be noted.

5. **HMICFRS PEEL INSPECTION 2022**

The Committee received a report of the Commissioner regarding the findings of the HMICFRS PEEL Inspection.

In response to queries from the Committee, Officers outlined innovative practices initiated to reduce violence against women and girls, including the stop and search innovation, which was noted as best practice.

A Member requested that accomplishment timelines be set for each deliverable listed in the report. Members also requested analytical support for the stop and search trends presented.

Following comments from Members, Officers agreed deliverable timelines would be included in reports and committed to organising a Power BI demonstration to the Committee.

RESOLVED- That the report be noted.

6. **COMMUNITY REASSURANCE AND SUPPORT SERVICE**

The Committee received a report of the Executive Director of Community and Children's Services regarding a progress update on Community reassurance and support services.

The Chair requested details of the functions for the Community Safety Accreditation scheme and how it was going to be scrutinised.

The Committee sought clarity on the proliferation of privatised policing services and how they collaborate with the police. The need to understand the impact of employing uniform presence within the city and a need for coordination to avoid confusing the public was also highlighted.

The Chairman requested that Officers prepare a report for the next meeting of the Committee to help understand the powers of support services and the Bylaws that empower them, particularly as it relates to use of force.

In response, Officers committed to prepare responses and revert with the information requested by the Committee to be discussed with the committee.

The Chairman remarked that he was not supportive of privatised force and powers. The Chair noted a preference for community support officers.

RESOLVED - That the report be noted.

7. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

The Committee received a joint report of the Commissioner and Executive Director for Children and Community Services which provided the Quarterly Community Engagement Update.

The Chairman requested for clarity on how the success and outcomes of activities outlined in the report will be measured, how Officers will ensure activities will be progressed and details of how community engagement is being evaluated.

A Member encouraged collaboration and sharing best practice with other units and advised against working in silos.

In response, Officers highlighted and discussed the community engagement strategy and noted that conversations are ongoing with the Force Operational Improvement Board. The success of the initial Walk and Talk event conducted by Officers was noted.

The Chairman thanked representatives from the Community and Childrens Services Committee for attending the meeting.

RESOLVED - That the report be noted.

8. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

The Committee received a report of the Commissioner regarding new reporting and assessment methods from HMICFRS, with how they are being addressed at the newly implemented Force Operational Improvement Board.

The Chairman highlighted the volume of activities and information in the report and requested that the Town Clerk and Officers review the structure, contents and level of details contained in the report.

Members remarked that custody inspection and crime data integrity are two key areas Officers are required to focus on in the report.

In response, Officers confirmed to the Committee that an update on the joint inspection of police custody will be shared with the Committee going forward.

Officers further remarked that the tentative timeline for completion of the crime data integrity inspection was end of 2024 but noted that this timeline was yet to be firmed up.

RESOLVED- That the report be noted.

9. **Q4 POLICING PLAN PERFORMANCE 22-23**

The Committee received a report of the Commissioner on Performance assessment against the measures in the Policing Plan for Q4 2022-23 (1st January to 31st March 2023).

The Chairman commended Officers for the positive outcome in the report and noted the fact that there was a 12% decrease in crime against the baseline year, which the Chair remarked was really positive.

The multi safeguarding meetings and representation in the workforce was highlighted as essential to ensure the force was reflective of the communities it policed.

In addition, the Committee requested an update on the Safer City Partnership program and how it operates across the city.

The Chairman requested that all Officers are expected to undertake their mandatory training.

In response, Officers noted the importance of mandatory training and committed to ensure it is undertaken when due. Officers undertook to get partnership support where required.

RESOLVED- That the report be noted.

10. **PROGRESS UPDATE ON POLICE AUTHORITY REVIEW IMPLEMENTATION**

The Committee received a report of the Town Clerk regarding a progress update on the Police Authority review implementation.

The Committee requested clear deadlines for achieving set objectives to be included in the progress report.

A Member requested for an indication of the specific risk items in the report and when they would reach steady state.

Following comments from the Committee, it was agreed that a steady state would be achieved by Autumn just before November 2023.

RESOLVED- That the report be noted.

11. **VIOLENCE AGAINST WOMEN AND GIRLS UPDATE**

The Committee received a report of the Commissioner which provided an update on strategic progress made by the City of London Police (CoLP) in relation to Violence Against Women and Girls.

The Chairman thanked the team and officers for the good overview and highlighted that it was essential for restoring trust in the police.

The Chairman requested that papers be put together by Officers to review how violence against women and girls' activities are reported to the Board for scrutiny.

RESOLVED -That the report be noted.

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

There were no questions in the public session.

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

There were no urgent items considered in the public session.

14. **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 the Schedule 12A of the Local Government Act.

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

There were no non-public questions.

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

There were no non-public items of urgent business.

The meeting ended at 1.00 pm

Chair

Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk

DRAFT

City of London Police Authority Board – Public Outstanding References

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| 18/2022/P | Item 8 Annual Review of Terms of Reference | It was confirmed that the Board's handbook which would be updated ready for the beginning of the new civic year in April. | Town Clerk/Police Authority | <p>Completion date: 24 May 2023</p> <p>A draft of the handbook was circulated to members for comments on 3 May.</p> |
| 1/2023/P | Item 4 Public Outstanding References | The Deputy Chair requested that a regular update report dealing with all of the HMICFRS inspections (Ref: Misogyny, misconduct, vetting and CCU) should be provided to the Professional Standards and Integrity Committee and the Police Authority Board. | Commissioner of Police | <p>Completion date: 9th May 2023</p> <p>Complete- this report went to the 9th May PSIC and is on the agenda and will be provided quarterly until completion.</p> |
| 2/2023/P | Item 4 Outstanding References | Following the Board's discussion on this the Director of the Police Authority confirmed that a streamlined governance process would be established for considering the extension of CCTV coverage in the Barbican estate | Director of the Police Authority | <p>Completion date: 24 May 2023</p> <p>Complete – a process note was circulated to members on 15 May.</p> |
| 4/2023/P | Item 16 Protect Duty (Martyn's Law) Update | It was confirmed that a once full details of the Force and Corporation's responsibilities under Protect Duty were confirmed a detailed plan would be provided on how best to resource and delivery these responsibilities. | Commissioner/ Director of Police Authority | <p>Completion date: TBC - dependent upon HMG.</p> <p>In Progress- On Tuesday 2 May 2023, the Government published the draft Terrorism (Protection of Premises) Bill, also known as Martyn's Law, for pre-legislative</p> |

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| | | | | scrutiny by the Home Affairs Select Committee. Home Sec also confirmed that there will be a lead-in time before the provisions are brought into force to allow for organisations covered by the Bill to prepare. |
| 6/2023/P | Item 10 Independent Advisory Scrutiny Group- Review of Arrangements | Chair of PAB asked to have an update back later in the year (November/December) to see what has worked and what has not worked, with the new arrangements with IASG and Professionalism and Trust | | Completion date: November/ December 2023 In Progress- the new arrangements are embedding, and an update will be brought back as requested to include an update on the Youth IASG. |

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| Committee(s): Police Authority Board | Dated: May 2023 |
| Subject: Chair's Update | Public |
| Report of: James Thomson | For Information |

Serious violence duty

In line with recommendations from our 'readiness assessment' conducted by Home-Office-funded consultants, we have now established a multi-organisation working group in the Safer City Partnership (SCP) to develop the City's serious violence reduction strategy by January 2024. The group will meet monthly and report to the SCP Strategy Board. Members should also note that the Member-led Crime and Disorder Scrutiny Committee has now been reconstituted and will provisionally have its first meeting on 13 June. This Committee will scrutinise the work of the Safer City Partnership in reducing crime and disorder.

Victims' strategy

In line with the Police Authority's ambition to produce a victims strategy, the team has established a fortnightly working group with the City Police to develop proposals. Members will be updated on the emerging strategy when more developed.

Economic Crime

Following the publication of the revised **Strategic Policing Requirement** which now includes a specific section on fraud, the Government subsequently published a **second Economic Crime Plan**, building on that published in 2019. This new Economic Crime Plan has three outcomes that it aims to achieve:

- Reduce money laundering and recover more criminal assets;
- Combat Kleptocracy and drive down sanctions evasion; and
- Cut Fraud.

The last of these is further supported by the **Fraud Strategy**, launched after much anticipation on 3rd May. This strategy sets out three key actions:

- Pursue Fraudsters;
- Block Fraudsters; and
- Empower the public.

A key element of the strategy is the delivery of the new Fraud and Cyber Crime Reporting and Analysis Service – the replacement for Action Fraud. It is further supported by over 400 new specialist investigators across policing and other agencies. The City Police is currently developing a new Economic and Cyber Police HQ function to coordinate this growth in activity.

Members are encouraged to read the Fraud Strategy:

www.gov.uk/government/publications/fraud-strategy

and the second Economic Crime Plan:

www.gov.uk/government/publications/economic-crime-plan-2023-to-2026

The Authority continues to work closely with the Serious Fraud Office and other criminal justice partners to consider changes to the **disclosure regime** to ensure fraud cases are handled more effectively and efficiently. The Government has signalled, in the Fraud Strategy, a willingness to examine this. I hosted a roundtable of senior figures on 31 March to examine possible short term improvements, and more fundamental longer terms changes. Our discussions with partners continue.

In terms of legislation, whilst we welcome the Government's amendment to the Economic Crime and Corporate Transparency Bill, adding an **offence of failure to prevent fraud**, we do support calls to widen this offence. Currently, it is limited to large organisations and we believe it should mirror money laundering and anti-corruption legislation in applying to businesses of all sizes.

We have an all Member deep-dive on Economic and Cyber Crime planned for 28 June.

Inclusivity Programme and Active Bystander Training

I am delighted that the City Police is running a further round of launch meetings for the Inclusivity Programme.

The City Police has also started rolling out the first modules of this programme including Active Bystander Training. I attended one of these sessions. 8 members and 6 members of the Police Authority Team also participated in this. There are further opportunities to do so. Interested persons should contact Detective Superintendent Kate MacLeod.

City of London Crime Prevention Association (CoLCPA)

As Chair of the City of London Police Authority, I am also Patron of the CoLCPA and attended and spoke at the AGM and lunch with Richard Riley – representing the Town Clerk – and the Commissioner. In the forthcoming year, there will be renewed focus around Safer City Partnership and the work with CoLCPA and Richard Riley will be meeting with Don Randall, Chair of CoLCPA in the near future to explore this including the work around Safe Havens.

Suicide Prevention – Corporation Wide Strategy

Following the Police Authority Board deferring its decision on the physical barriers on the London Bridges and Policy & Resources following likewise – there was a meeting of the Suicide prevention Working Group on 10 May. At that meeting it was agreed that a Corporation wide strategy would be developed that builds on the one developed by the public-Health Team – one that brings together work by CoLP, Bridge House Estates, the City family of schools amongst others. There is likely to be a role for the Safer City Partnership in the development and governance of this work.

Stephen Lawrence Day event in the City

We hosted an event at the Guildhall on 29 April to mark the 30th anniversary of the death of Stephen Lawrence. The event attracted some 120 attendees, including circa 70 young people - most being students and cadets from London. They took part in panel discussions with Her Honour Judge Anuja Dhir KC from the Old Bailey, Amos Simbo from the Black Professionals in Constriction Network, Commissioner of City of London Police Angela McClaren, Chief Superintendent Hampshire Police Raj Kohli, and Dr Christina Dale, President, Faculty of Conflict and Catastrophe Medicine, Society of Apothecaries. Michael Mitchell from the Authority Board played an important facilitation role on the day.

I was inspired to see this generation of young people wanting to make a difference in society and discuss difficult issues like racial inequality, racism and misogyny. My thanks go to all those in the Police Authority Team, Corporation and the City Police who arranged and supported this event, which marked a significant anniversary. We must, though, see it as one part of an ongoing conversation with young people. So we will be following up, including asking about the pledges we asked attendees to make on the day. I am hoping that a number of young people attending – and who expressed interest on the day – will help form a Youth IASG for the City Police.

Coronation

Like many, I watched the Coronation on 6 May. I have thanked the Commissioner and her team – officers and staff – that supported the event on what was a very successful operation. The Operation – Golden Orb – was led by the Metropolitan Police but involved some 88 City Police.

A small number of Members contacted me in relation to arrests made by the Metropolitan Police on the day. I have asked that Members be updated at the meeting of 24 May in relation to the Operation Golden Orb and the recent legislative changes with regards to policing public order.

Vision Zero – Road Danger Reduction

Following intervention by myself and the Chairman of Planning and Transport, the City Police has now reviewed the Vision Zero Plan being developed by officers in Planning and Transport to ensure that the partnership work is appropriately embedded and commitments made to this important programme are realistic.

Provisional CoLP financial outturn, 22/23

Resource, Risk & Estates Committee will, on 22 May, be considering a report on the Force's provisional outturn for 22/23 in advance of final outturn being reported to PAB on 28 June. In particular, the welcome receipt of £4.5m in rates rebate at the year-end, following a lengthy appeal process, has materially impacted on the financial outturn position. This may provide opportunities such as to increase the General Reserve to target level per the Reserves Strategy approved by PAB in November 2022.

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Agenda Item 7

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| Committee(s): Police Authority Board | Dated: 24 May 2023 |
| Subject: Commissioner's Update- | Public |
| Which outcomes in the <i>City Corporation's Corporate Plan</i> 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 75-23 | For Information |
| Report author: Angela McLaren, Commissioner | |

Summary

At the April 2022 Police Authority Board, it was agreed that the Commissioner's verbal updates would now be presented to the Board as formal written updates.

The *public* updates for Operations and Security and Economic and Cyber Crime are attached.

Recommendation(s)

Members are asked to note the report.

Operations and Security

The Coronation of His Majesty King Charles III - Operation Golden Orb

On 6th May a variety of CoLP resources were deployed on His Majesty the King’s coronation in support of the wider Metropolitan Police Operation. These included 88 officers in tunics who lined the King’s procession route, Public Order trained officers, Mounted Branch, specialist search officers, Close Protection teams and specialist motorcycle escort officers. As is usual with collaborative Operations, CoLP will take part in a formal debrief where the use of new Public Order powers will be discussed.

Anti-Social Behaviour (ASB)

In response to new national ASB legislation, and to ensure we implement this well at a local level, a new strategic ASB meeting will be chaired Chief Superintendent Rob Atkin and Ian Hughes under the Safer City Partnership. This will drive policy and change to tackle ASB. Levels of ASB have decreased by 8% which is a total of 96 less offences when looking at the rolling 12 months comparison, figures also show a -19% (-279 less crimes) when comparing to the 19/20 national benchmark year.

Night Time Economy (NTE)

Our new Traffic Light intervention scheme has enabled officers from our licensing team to develop a risk-based strategy for managing relationships with key licensed premises and vary their licenses based on specific areas of risk identified. This furthers our ambition to make spaces safer and reduces ASB associated with the NTE. Operation Reframe held a ‘walk & talk’ opportunity on 20th April for women aged over 18 to join officers on a walk of the City in areas where they may feel vulnerable to develop new methods of creating spaces in the City where people feel safe. The next Operation Reframe is due to be held on 2nd June 2023.

Professionalism & Trust

A Conference highlighting Violence Against Women and Girls (VAWG) was held and opened by Commissioner McLaren and British Transport Police (BTP) Chief Constable Lucy D’Orsi. The event included a focus on Operation Reframe in the City – supported by the Crime Prevention Association. It also paves the way for collaborative working between CoLP and BTP.

Stephen Lawrence Day

This year marks 30 years since the murder of Stephen Lawrence. On 29 April, CoLP and the PAB held an event for students and CoLP cadets, aged 15-18, to reflect on Stephen’s legacy. The intention was to inspire young people and help them to reflect on what has changed since Stephen’s murder and what still needs to change. There were a number of key speakers including the Commissioner.

Police Uplift

The final headcount was 1007 against a national target headcount of 986. CoLP intentionally secured an additional 20 officers and received an additional £400k of funding from the Home Office for this successful campaign. In addition, all 30 Regional Organised Crime Unit posts were recruited into. The workforce plan for the next financial year has been ratified by the Chief Officer Team and we have also agreed an additional 10 officers on top of our headcount of 986 recouping a total of £45k per officer if successful. We will be assessed at the end of September and March against the home office grant agreement and must ensure we remain at an officer headcount of 986.

Launch of the National Fraud Strategy

The National Fraud Strategy was launched by the Home Office on Wednesday 3 May. As National Lead Force for fraud, CoLP played an integral part in its production, and will continue to be key to its implementation. Link to the strategy here: [Tackling fraud and rebuilding trust \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

The strategy sets out 3 pillars under which fall objectives which will collectively aim to reduce fraud offending in the UK by 10% by the end of 2025. These pillars are:

- Pursue Fraudsters
- Block Fraudsters
- Empower the Public.

CoLP has a number of key deliverables under these – including the establishment of a National Fraud Squad, replacement of Action Fraud, expansion of National Economic Crime Victim Care Unit and the creation of a National Police Protect Network. National Lead Force have already co-ordinated the delivery of Proactive Economic Crime Teams in 9 regions – who have undertaken over 400 investigations in the past year and make up a vital part of the National Fraud Squad.

National Policing Strategy

We are currently drafting a national policing strategy that will outline the requirements for policing within the economic crime, fraud and cyber portfolios – this will be launched in the summer and will provide our policing partners will clear objectives, and targets so that we can meet those set by the Home Office under the national strategies in these areas.

Economic and Cyber Policing Headquarters (ECPHQ)

Key to the delivery of this is the establishment of a new Economic and Cyber Policing Headquarters, which will enable the initial alignment of strategy, performance, engagement and national messaging from the NPCC economic and cyber-crime portfolios and National Lead Force for fraud. The initial design phase for this new HQ is nearing completion and we are hoping to launch later this year.

National Lead Force led operations of note

A significant romance fraud investigation that involved victim losses exceeding £1.5 million has made two further arrests of members of the Organised Crime Group and three voluntary interviews were completed.

Police Intellectual Property Crime Unit - PIPCU

PIPCU attended a EUROPOL conference in Romania to discuss joint Investigations/operations against criminal activities concerning illegal Intellectual Property television and illegal streaming. PIPCU advised on how European law enforcement authorities can enhance their response against the threat of illegal television streaming networks and to identify and tackle Organised Crime Groups behind this criminality.

National operational coordination through the Lead Force Operations Room (LFOR)

LFOR continues to successfully co-ordinate national and regional fraud teams:

Op HENHOUSE 2 was a national fraud intensification campaign in February – the policing response to which was co-ordinated by Lead Force Operation Room (LFOR). The national operation involved action from forces and regions, including Police Scotland and Police Service of Northern Ireland (PSNI) and resulted in:-

- 648 Subjects of Interest (SOI’s) arrested or interviewed under caution
- 160 cease & desist notices
- £1.5m in seizures/restraint orders

Op LOOSESTRIFE - This operation is the coordinated UK response to UK-based users of the Genesis Marketplace - an online illicit marketplace. Cooperation with US law enforcement to takedown the

marketplace. In excess of 250 intelligence packages were co-ordinated and disseminated by LFOR to forces and ROCUs identifying UK users.

National Police Chiefs Council (NPCC) Cyber

The Team Cyber UK (TCUK) conference took place. This involved two events, ending in March in Birmingham with 460 delegates across Cyber industry. A meeting took place with the National Cyber Security Centre (NCSC) concerning Cyber Resilience Centres (CRCs) , assurance standards and Cyber Path services.

Economic Crime and Cyber Academy

The academy has now taken booking from Ghanaian officers after the engagement visit from Commander Adams. The courses are fraud and cyber related and there will be more courses booked with Ghanaian officers flying to the UK for training. The indication from Ghana is that this will be the start of a meaningful working relationship that will support wider operational objectives to reduce the threat of Ghana based fraud offending to the UK.

The Academy have continued engagement with the College of Policing and agreed a plan in principle with regards to the academy re-aligning and refreshing their courses to provide a professional pathway in support of the recognised college of policing detective program. The project is now at the phase of further engagement with regional force development officers to ensure all the regions are fully consulted. This is a substantial piece of work, but this recent update demonstrates a positive move towards the end goal.

Angela McLaren
Commissioner
City of London Police

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| Committee(s): Bridge House Estates Board – For decision Finance Committee – For decision Digital Services Committee – For decision City of London Police Authority Board – For decision Corporate Services Committee – For decision Operational Property and Projects Sub Committee– For decision | Dated: 15/05/2023 16/05/2023 24/05/2023 24/05/2023 31/05/2023 05/06/2023 |
| Subject: Member Governance Enterprise Resource Planning (ERP) Delivery | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | 7 & 9 |
| 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: Chamberlain | For Decision |
| Report author: Sonia Virdee, Financial Services Director | |

Summary

The Corporation is in the process of procuring an Enterprise Resource Planning (ERP) solution replacing back-office systems for Finance, HR, Payroll and Procurement. A significant programme which seeks to not just replace the IT systems but support the corporate and cultural transformation priorities to drive outcomes under the new Target Operating Model.

This ERP programme is cross cutting and sits across 6 Committees/Boards and under the current governance process approval will be required at each gateway from all 6 Committees/Boards. To maintain speed and momentum on the ERP programme, plus avoid any delays from the current process, this paper sets out the recommendations to appoint a lead committee, and to continue with the Member Steering Group.

Recommendation(s)

- Members are asked to endorse and approve Digital Services Committee as the lead committee for the Enterprise Resource Planning (ERP) solution.
- Members are asked to endorse the continuation of the ERP Member Steering Group, comprising of members from each Committee/Board for strategic oversight of the responsibilities undertaken by the ERP Project Board.
- Members of the Bridge House Estates Board are asked to endorse and approve - approvals in respect of the project are delegated to the Managing Director of Bridge House Estates (BHE), in consultation with the Chair and Deputy Chair of that Board, who will take account of the decisions taken by the lead decision-making committee and representations from the Member Steering Group.

Main Report

Background

1. In the summer of 2021, Members agreed to appoint a Member Steering Group to provide a strategic steer and oversight of the ERP Project Board. This informal Board was comprised of Members of those Committees identified as 'service committees' in the context of the City of London Corporation's projects procedure. This included the Finance Committee, Establishment Committee (now Corporate Services), Projects Sub-Committee (now Operational Property and Projects Sub-Committee), Digital Services Sub-Committee (now a Grand Committee) and the City of London Police Authority Board. Following the formation of the Bridge House Estates Board, it was further recommended a member from BHE Board also formed part of the Member Steering Group.
2. In April 2023, the Enterprise Resource Planning (ERP) solution Gateway 3 paper was presented to the Finance Committee and Operational Property and Project Sub Committee (OPPSC), it was highlighted by the Town Clerk's Department that this level of delegation to a Working Party was not valid, and decisions would need to be sought from each Committee/Board.
3. Upon consideration of the Gateway 3 paper, the Finance Committee and OPPSC did not think it prudent for the ERP programme's decisions to be reported to all six committees and supported a proposal that a report be brought forward outlining options to streamline the governance. One of the options briefly discussed at the meeting was identifying a lead committee that would be responsible for acting as the 'service committee', in the process of decision making in line with the current Projects Procedure.

Current Position

4. The City of London [Projects Procedure](#) dictates how the City Corporation's projects are managed and have their own specific governance framework (as referred to within the Court of Common Council's Standing Orders 50(2))
5. Amongst other things, the Procedure sets out the role of OPPSC and the role of the 'service committee' in relation to various committee level project approvals. Whilst this is not currently definition of a 'service committee', in practice they are those committees who are responsible, under their terms of reference, for defining the operational requirement of the project and/or are responsible for the budget(s).
6. In the case of the ERP, there are five committees, in addition to OPPSC, which are feeding into the project scope and/or are responsible for funding the work. These are:
 - Finance Committee
 - Digital Services Committee
 - City of London Police Authority Board
 - Corporate Services Committee

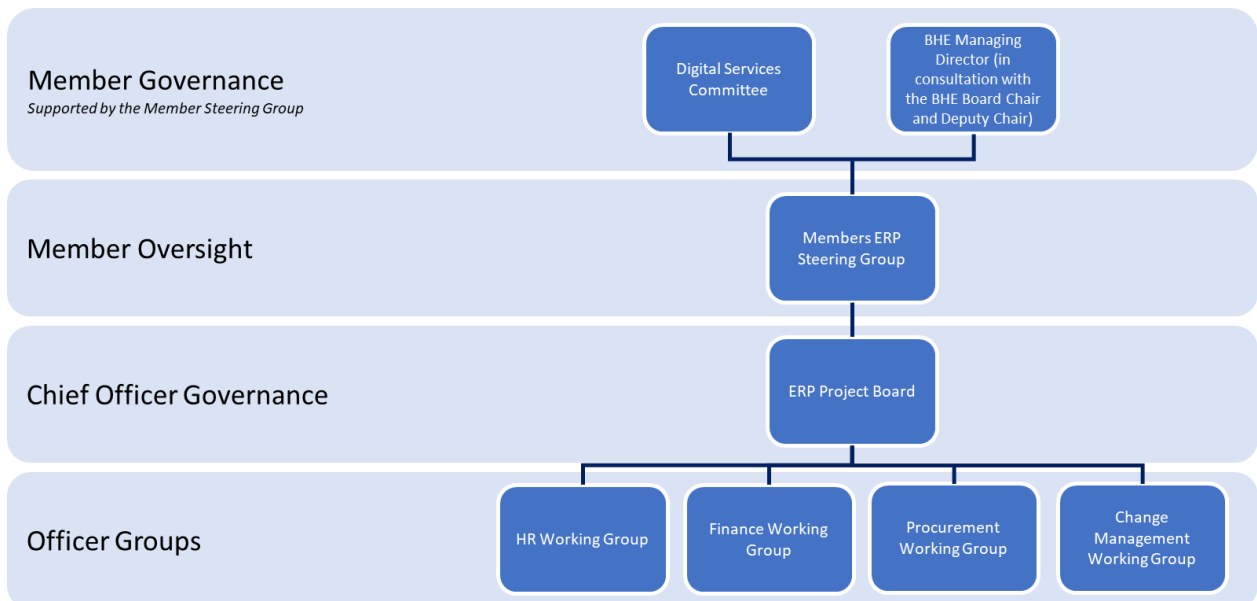
- Bridge House Estates Board
7. This means that all five 'service' committees need to formally consider and approve the Gateway Reports.
 8. In context, the Enterprise Resource Planning (ERP) solution Gateway 3 paper was approved by the Operational Property and Project Sub-Committee and Finance Committee in April 2023. The Gateway 3 paper now also needs to be considered by Bridge House Estates Board on 15 May 2023 together with remaining committees (Corporate Services Committee, Police Authority Board and Digital Services Committee) for which decisions under urgency procedure are being pursued with the Town Clerk in consultation with the various Chairs and Deputy Chairs.
 9. This position is clearly undesirable. It can add several months to decision making processes and causes confusion over the role of each committee, particularly if there is disagreement between them. In the interest of good governance and cost savings it was agreed at Finance Committee and OPPSC that a full report outlining options for a more streamlined, agile approach for ERP Governance be brought back to all relevant committees for final consideration and, if required, to the Court of Common Council.

Proposal

10. As the ERP solution cuts across a number of committees, it is proposed that the Digital Services Committee is empowered as the lead decision-making committee for the delivery of the Enterprise Resource Planning (ERP) solution. The Digital Services Committee will receive regular project updates throughout the ERP project.
11. Noting that the Bridge House Estates Board is responsible for discharging all the functions of the City of London Corporation as the charity Trustee, except where they have been expressly reserved to the Court of Common Council, that Board is separately asked to consider an appropriate provision for progressing approvals on behalf of BHE. With BHE funding representing a contribution of around 5% of the total project costs, it is proposed that future BHE Board approvals in respect of the project are delegated to the Managing Director of BHE, in consultation with the Chair and Deputy Chair of that Board, who will take account of the decisions taken by the lead decision-making committee and representations from the Member Steering Group, with appropriate reporting to the BHE Board on the exercise of this delegated authority.
12. In addition, it is proposed a Member Steering group is continued with appropriate representation from the following stakeholder committees:
 - Bridge House Estates Board
 - City of London Police Authority Board
 - Corporate Services Committee
 - Digital Services Committee
 - Finance Committee
 - Operational Property and Projects Sub Committee

13. The Member Steering Group, will provide the Officer Project Board to draw upon Member guidance and knowledge throughout the delivery of the ERP solution. The Member Steering Group will focus on the business transformation deliverable of the ERP solution. The Member Steering Group will provide a less formal setting to question, challenge and highlight potential risks, challenges or opportunities for the project.
14. Recommendations from the Member Steering Group will be presented to the Digital Services Committee and Managing Director of BHE to take formal decisions (where required) on behalf of all the other Committees/Boards and receive regular project updates. This approach is proposed to ensure sufficient Member oversight on the delivery of the programme, management of the budget envelope and receiving the appropriate scrutiny not only in terms of business transformation but also an IT solution.
15. With this recommendation, Gateway Papers for approval under the project procedures will only be presented to:
- The Digital Services Committee as the lead committee
 - The Managing Director of BHE, in consultation with the Chair and Deputy Chair of that Board; and
 - OPPSC.
16. Note that the City Corporation's Procurement code will apply, (with any procurement contracts above £2m requiring approval from OPPSC and Finance Committee as appropriate).

Chart 1: Proposed decision-making structure



Conclusion

17. To conclude, it is proposed that the Digital Services Committee, is appointed as a grand committee, and lead decision-making body to provide additional scrutiny and challenge to ensure the effective delivery of a new ERP solution.
18. Where BHE Board is responsible for discharging all the functions of the City of London Corporation as the charity Trustee (except where they have been expressly reserved to the Court of Common Council), to delegate authority to the Managing Director of BHE in consultation with the Chair and Deputy Chair of BHE Board on decisions in respect of this project.
19. The continuation of the ERP Member Steering Group continues to provide strategic oversight of responsibilities undertaken by the ERP Project Board and make recommendations to the Digital Services Committee.

Appendices

- None

Background Papers

Member Governance of the ERP Project Delivery – June 2021

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| Committee(s): Police Authority Board Planning & Transportation Committee | Dated: 24 May 2023 18 July 2023 |
| Subject: Vision Zero Plan 2023 – 2028 | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | Outcome 1: People are safe and feel safe |
| Does this proposal require extra revenue and/or capital spending? | Y |
| If so, how much? | £2-3m |
| What is the source of Funding? | CIL, OSPR, TfL |
| Has this Funding Source been agreed with the Chamberlain’s Department? | N (see paragraphs 35-38) |
| Report of: Juliemma McLoughlin, Executive Director Environment | For Decision |
| Report author: Simon Bradbury, Strategic Transport Officer, Environment Department | |

Summary

The City of London Corporation remains committed to doing everything it can to make the streets of the Square Mile safe for everyone, working with key partners such as the City of London Police and Transport for London to keep people safe from harm.

This is collectively known as Vision Zero and requires the City to embed a safety culture in every aspect of its operations, from our public engagement and wider corporate strategies to how we manage our streets and design new schemes.

In accordance with this key objective, the 2019 Member-approved Transport Strategy established the strategic direction for achieving Vision Zero, setting the ambition of seeking to eliminate transport related deaths and serious injuries from the streets of the Square Mile by 2040.

A range of ambitious road danger reduction measures have been delivered in the period since the adoption of the Transport Strategy but more still needs to be done. As a result, the latest Vision Zero Plan includes a number of additional initiatives focusing on behaviour change, data gathering and analysis, risk reduction engineering initiatives and enforcement that aim to reduce road risk at source.

These are structured using the five themes of:

- Safe Behaviours – improving the behaviour of street users
- Safe Speeds – encouraging speeds appropriate to the street
- Safe Streets – designing streets so they don’t contribute to risk
- Safe Vehicles – focusing on vehicles that pose the greatest risk
- Post Collision Response – learning from serious collisions and improving care for victims of road trauma

Some of actions set out in the plan can be delivered through existing funding sources but given the much-reduced funding now available from TfL, it is expected that an

initial £2-3m of additional capital funding will be required from City funds to deliver these outcomes.

Such additional funding could be made available through the Community Infrastructure Levy (CIL) and / or the On-Street Parking Reserve (OSPR), subject to the necessary prioritisation and approvals process through the Resource Allocation Sub Committee. However, your Committee's endorsement of the Vision Zero Plan and its objectives would significantly enhance the business case for this funding to be prioritised within these ringfenced sources.

Finally, if approved, the Vision Zero Plan would be jointly owned by the City Corporation and the City of London Police, with TfL expected to become a co-signatory.

Recommendation(s)

Members of the **Police Authority Board** and **Planning and Transportation Committee** are recommended to approve the Vision Zero Plan 2023 – 2028.

Main Report

Background

1. The City Corporation's Vision Zero Plan supersedes the previous Road Danger Reduction and Active Travel Plan covering the period 2018-23, and the ambition was included within the Transport Strategy which was adopted in 2019.
2. Alongside the need to embed an enhanced safety culture across all aspects of road danger reduction, transport planning and public realm design, the Vision Zero commitment also established an ambition to seek to eliminate deaths and serious injuries from the City's streets by 2040.
3. The goal of achieving Vision Zero is in line with the Mayor of London's ambition and is consistent with international best practice. TfL published its own Vision Zero action plan in 2018, which was then updated in November 2021 with a Vision Zero progress report.
4. The City's Transport Strategy set the strategic direction for achieving Vision Zero for the Square Mile, and a range of ambitious road danger reduction measures have been delivered in the period since. For example, Bank junction has undergone considerable change to reduce risk to those using the street, whilst events such as Lunchtime Streets have helped to give greater priority to people walking in the City. The City Police have continued to crack down on dangerous behaviour from those that put others at risk in the Square Mile. However, more needs to be done in order for the City to reach its interim targets for fewer deaths and serious injuries.
5. Whilst a goal to eradicate deaths and serious injuries is extremely ambitious and challenging to meet, the City and its partners should strive to do everything they can to prevent such individual tragedies. The ambition reflects

the belief that death and serious injuries are not inevitable, nor should they be tolerated as the potential price to pay for travelling on the City's streets.

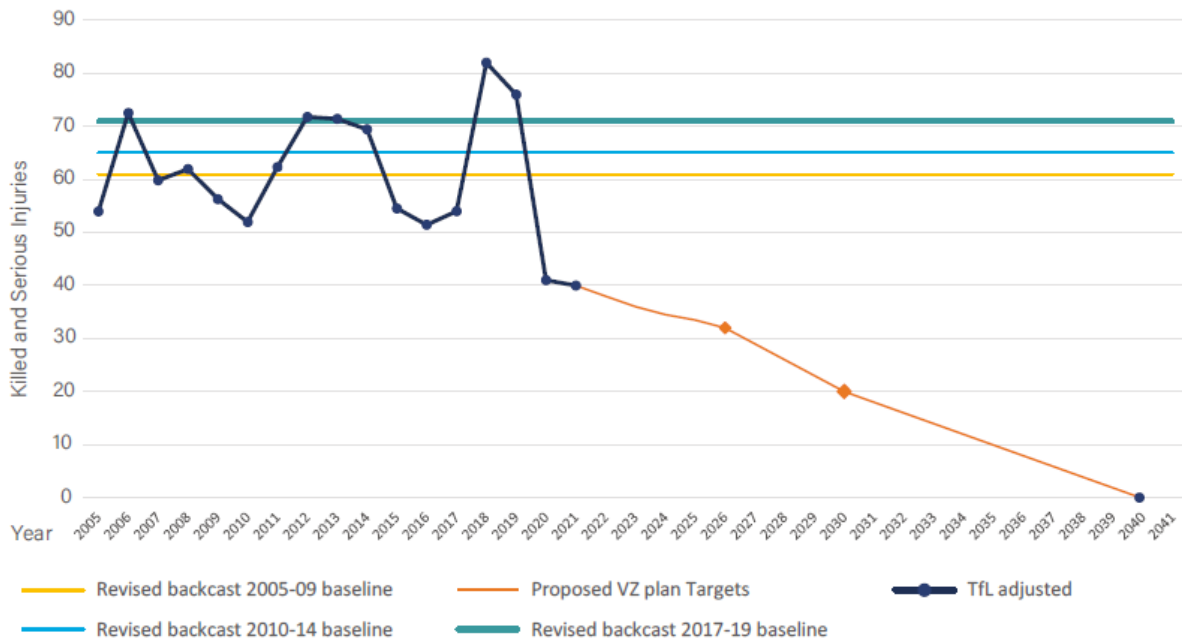
Current Position

6. Between the period 2005-2019, the City's streets saw a general levelling off in the numbers of deaths and serious casualties, with between one and four people killed and 50-80 seriously injured each year. Considering the significant increase in the numbers of people walking and cycling over this period, the absence of a concurrent increase in fatal and serious injuries suggests that risk in a broader sense has been reduced, even if the absolute number of serious casualties had not fallen.
7. Unsurprisingly, 2020 and 2021 saw significantly reduced numbers of serious casualties as a result of the Covid-19 pandemic, with 41 and 40 serious injuries respectively, including only one fatal injury (in 2021).
8. However, as the number of people returning to the City increases following the pandemic, the challenge for the City Corporation, City Police and TfL will be to prevent a concurrent increase in the numbers of people killed and seriously injured on the streets.
9. The ambitions within the Plan already look to be challenging, and considering the data before the pandemic, it is clear that further steps need to be taken to remain aligned to the ambition of seeking to eliminate such serious incidents by 2040.

Revised targets to achieve Vision Zero

10. In the development of the Vision Zero Plan, the City Corporation has refreshed its analysis of collision and casualty data back to the start of 2017.
11. The analysis showed that in 2021, there were 152 casualties in the City, of which 39 were serious and one fatal.
12. To monitor progress and underline the commitment to eradicating deaths and serious injuries, the City Corporation set interim targets in its Local Implementation Plan for the achievement of zero by 2040. The target for 2022 of fewer than 35 fatal and serious injuries appears unlikely to be achieved¹.
13. Following analysis of the City's collision and casualty data, the interim targets to 2040 have been revised, with a new 2026 target and a revised target for 2030. The targets included within the draft plan are as follows:
 - By 2026, fewer than 32 deaths and serious injuries each year in the City
 - By 2030, fewer than 20 deaths and serious injuries
 - By 2040, zero fatal and serious injuries each year

¹ Casualty data for 2022 is still provisional, with finalised data expected in June



Area of focus for the plan

14. The collision and casualty data analysis described above revealed the following insights and areas of focus for reducing road danger and casualties:
- People walking, cycling and riding motorcycles are the most vulnerable users of the City’s streets, and efforts should be prioritised towards reducing the risk that they experience.
 - Junctions are the highest-risk locations, with complex turning manoeuvres presenting greater potential for conflict. The focus of the City Corporation and TfL’s engineering programme should be on these hot spot locations.
 - With over half of all deaths and serious injuries occurring on streets that are managed by TfL, a strong and effective partnership with TfL will be essential in reducing risk and casualties in the City.
 - Certain vehicles, notably motorcycles, buses/coaches and heavy good vehicles pose greater risk to people walking and cycling, and significant gains in the reduction of road danger and prevention of injuries can be achieved by mitigating the risk they pose.
 - Whilst the above vehicles pose the greatest risk, efforts to reduce fatal and serious injuries must continue to focus on cars, taxis and private hire vehicles as these are the vehicles involved in most serious collisions by number.
 - People riding motorcycles are disproportionately involved in serious injury of both themselves and others, and conflict between people riding cycles and people walking is an issue that needs to be addressed to reduce danger to both parties.

The Vision Zero Programme

15. The Vision Zero Plan is structured using the Safe Systems approach. The Safe Systems framework improves upon the traditional approach of categorising activity by engineering, education or enforcement, and sees a death or serious injury as a failure of a 'system'.
16. All elements of the street 'system' need to work in combination to prevent the tragic events. As such, the framework of this plan is structured around five key themes:
 - Safe Behaviours – improving the behaviour of streets users and minimising harm posed by the highest risk behaviours
 - Safe Speeds – action to encourage speeds appropriate to the street
 - Safe Streets – to ensure streets are forgiving and do not contribute to risk to street users
 - Safe Vehicles – concentrating on the vehicles that pose the greatest risk, whilst discouraging motor vehicle use where possible, and
 - Post Collision Response – learning from serious collisions and improving care available for victims of road trauma.
17. Key commitments under each of these themes are as set out below, but it is also intended to ensure the Vision Zero culture is made central to the design and delivery of all our initiatives across the City Corporation, City Police and other partners.
18. Working in partnership with the City Police is an essential element for successful delivery of the Vision Zero plan, and integral to the delivery of all five themes of the Safe System Approach. This draft plan has therefore been prepared with the City Police and Transport for London and is to be seen as a joint document with these key partners².

Safe Behaviours

19. Actions within the Safe Behaviours theme, include:
 - Engaging with TfL to inform and apply their courier and professional powered two-wheeler engagement in the City and help develop an industry standard for rider training and safe riding practices
 - Investigating the potential to strengthen the Fleet Operator Recognition Scheme (FORS) requirement for suppliers in the City Corporation's supply chain
 - The City Police continuing with their enforcement and engagement, to include anti-social and road danger offences e.g. cyclist close pass, careless and dangerous driving, and errant cycling behaviour, including red light jumping. A proportionate approach will be adopted to align the risk and degree of danger caused with the severity of the engagement

² Subject to review and approval of the final plan by TfL

or enforcement response, in turn building trust and confidence in the City Police.

- The City Corporation and City Police supporting and amplifying TfL's campaigns and marketing activity, along with the DfT's Think! Campaigns, through their own channels to ensure a consistent message and to avoid additional development costs.

Safe Speeds

20. The Safe Speeds theme includes action to:

- Trial the introduction of advisory speed limits below 20 mph on streets where people often need to walk in the carriageway and where there is the greatest risk of interaction between people walking and people cycling and driving. Additional information on speed limits below 20mph is provided in Appendix 3.

Whilst advisory speed limits do not have the same legal enforcement powers as a mandatory limit, they will highlight to people driving and cycling that the area is a low speed environment where additional caution should be taken.

- Introducing telematics and intelligent speed assistance (ISA) across the City Corporation's vehicle fleet to improve driver behaviour and promote speed compliance
- Increasing high profile, high visibility speed enforcement methods targeted at the locations identified as being highest risk.

Safe Streets

21. Under the theme of Safe Streets, actions and commitments include:

- Developing a City of London Vision Zero design audit that will be applied to all engineering schemes, to ensure that guidance and best practice has been applied.
- Delivering a prioritised programme to re-design and de-risk the junction locations where the risk of serious collisions is the greatest.

22. Safer streets and speeds projects will be subject to the usual public consultation and Committee approval processes, including traffic modelling for larger schemes.

Safe Vehicles

23. The Safe Vehicles theme includes the following actions:

- In line with the commitments made in the City Corporation's Transport Strategy, delivering a range of initiatives to reduce the number of motor vehicle trips in the City, with private vehicle use particularly discouraged.
- Taking a risk-based approach to improve the design, maintenance and operation of vehicles that travel on the City's streets e.g. work with TfL and partners to support the development of a motorcycle fleet accreditation standard.
- The City of London Police commits to continue to educate, engage and enforce against users of the City's streets that drive or ride vehicles in a way that puts themselves or others at risk.

Post Collision Response and Monitoring & Evaluation

24. Lastly, the Post Collision Response and Monitoring & Evaluation theme covers actions to support the victims of road trauma and learn from collisions when they happen, including:
- The City Corporation and City Police working together to apply new and emerging collision investigation practices to ensure that learnings from serious collisions can be gathered as quickly and efficiently as possible.
 - The City Police ensuring that it signposts and refers individuals to the specialist services that exist to aid and support those bereaved or seriously injured at the most difficult of times.

Engagement to Develop the Vision Zero Plan

25. The Vision Zero plan and the actions and commitments contained within it were developed through extensive engagement and collaboration, both within and external to the City Corporation.
26. Data and insight from the refreshed collision data analysis, along with a junction prioritisation tool led to the drafting of actions oriented towards the key themes.
27. Safe System thematic workshops were then held with colleagues across the City Corporation, City Police and TfL, as well as separate engagement workshops for transport stakeholders and business / resident groups. Engagement sessions included workshops and one-to-ones with transport representative groups and campaign organisations, including Motorcycle Action Group, Logistics UK, the Brewery Logistics Group, London Cycling Campaign and the Licenced Taxi Drivers Association.
28. Finally, actions have been circulated across the City Corporation, City Police TfL and emergency service partners to gather final input and clarification.

Proposal

29. It is therefore proposed to adopt the Vision Zero Plan for 2023-28 on the basis of adopting the approach set out in the paragraphs above, including revised targets for the medium term.
30. In particular, the focus on promoting the culture of Vision Zero embedded in all aspects of our policies, procedures, highway design and public engagement will sit alongside the specific initiatives and interventions that form part of the Safer Systems framework.
31. Vision Zero will also form a crucial role in supporting the business case to seek funding for individual schemes and initiatives through the new prioritisation process for funding from the Community Infrastructure Levy and / or On-Street Parking Reserve (see below).

Corporate & Strategic Implications

Strategic implications

32. The Vision Zero Plan supports the delivery of Corporate Plan outcomes 1, 2, 3, and 12.
33. The City Corporation's Transport Strategy includes the ambition to deliver Vision Zero, and the Vision Action Plan will help in delivering the casualty reduction targets set within the Strategy.
34. Delivery of the Vision Zero Plan will mitigate departmental risk ENV-CO-TR 001 – Road Safety.

Financial / resource implications

35. Most transport projects already include measures to reduce road danger, however it is expected that an initial £2-3 million of additional capital funding will be required to deliver the Vision Zero Plan. This includes funding for feasibility and initial design work on the priority junctions, which is the major capital Safe Streets element of the Plan. This initial funding will allow us to develop accurate cost estimates for these projects and prioritise delivery to inform future capital bids.
36. The additional funding required has not yet been agreed with the Chamberlain as this relates to the wider review of CIL and OSPR funding that has recently finished. Capital funding proposals for the delivery of the Vision Zero Plan will be included as part of future submissions for consideration by the Corporate Priorities Board and Resource Allocation Sub Committee.
37. We are proposing adopting the Vision Zero Plan in advance of this additional capital funding being agreed so that any funding bids are informed by policy commitments and to avoid delaying the delivery of other elements of the Plan. However, your Committee's endorsement of the Vision Zero Plan and its objectives would significantly enhance the business case for this funding to be prioritised within these ringfenced sources.
38. Smaller scale interventions, strategic measures and behaviour change campaigns will be funded through local risk, officer time and annual Local Implementation Plan (LIP) funding.

Legal implications

39. The City Corporation has a statutory duty to deliver improvements that prevent road traffic collisions. The 1988 Road Traffic Act, Section 39, puts a duty on the local authority to undertake studies into road traffic collisions, and to take steps both to reduce and prevent them.
40. The pertinent wording from the Act is:
39.2 Each local authority must prepare and carry out a programme of measures designed to promote road safety and may make contributions towards the cost of measures for promoting road safety taken by other authorities or bodies.
41. The City Corporation also has a statutory duty under s16 of the Traffic Management Act 2004 to manage the road network (as far as reasonably practicable) to ensure the expeditious movement of traffic on the authority's road network, as well as the road networks of other authorities.
42. In meeting these and other statutory obligations, every authority must seek to balance these requirements alongside their other policies, objectives & priorities.

Equalities Implications

43. A Test of Relevance for an Equalities Impact Assessment (EqIA) has been completed for the Vision Zero Plan. It concluded that there were no negative impacts on people with protected characteristics, and that the impacts of the Vision Zero plan and its actions were only positive.

Climate implications

44. Delivery of some of the actions in the Vision Zero Plan support the objectives of the City Corporation's Climate Action Strategy to reduce the use of motor vehicles and enable more walking and cycling.

Security implications

45. None

Conclusion

46. Road danger reduction measures delivered over the last five to ten years have been successful in preventing an increase in fatal and serious injuries in the City despite increasing numbers of people walking and cycling.
47. 2020 and 2021 saw significant reductions in numbers of fatal and serious injuries as a result of reductions in the numbers of people travelling in the City due to Covid-19 related public health measures and increased home-working.

48. As the number of people returning to the City increases, the challenge for the City Corporation, City Police and TfL will be to prevent a concurrent increase in the numbers of people killed and seriously injured on the streets. The achievement of the 2030 target of fewer than 20 people killed or seriously injured each year already looks to be challenging.
49. The Vision Zero Plan 2023-2028 seeks to reassert the City Corporation and City Police's commitment to work towards the eradication of deaths and serious injuries, with a programme of action oriented towards the areas of focus seen in the latest collision data.
50. Progress towards the achievement of actions and commitments in the Vision Zero action plan will be monitored and reported to the Planning and Transportation Committee through the Transport Strategy Annual Report, and through updates on departmental risk ENV-CO-TR 001 – Road Safety.

Appendices

- Appendix 1: Draft Vision Zero plan.
- Appendix 2: Draft Vision Zero action and commitments log
- Appendix 3: Additional information on speed limits below 20mph

Background Papers

- [City of London Transport Strategy](#)
- [City of London Road Danger Reduction and Active Travel Plan 2018-2023](#)

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Police Authority Board – 24 May 2023
Appendix 1: Draft Vision Zero plan

City of London Vision Zero Plan 2023-2028

Forewords

Shravan Joshi, Chair of Planning and Transportation Committee, City of London Corporation

TBC

City of London Police Commissioner, City of London Police

TBC

Transport for London (Lilli Matson, Chief Safety, Health and Environment Officer)

Currently being reviewed by TfL and awaiting confirmation of sign-off process for TfL Chief Safety Health and Environment Officer

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Executive Summary

To follow

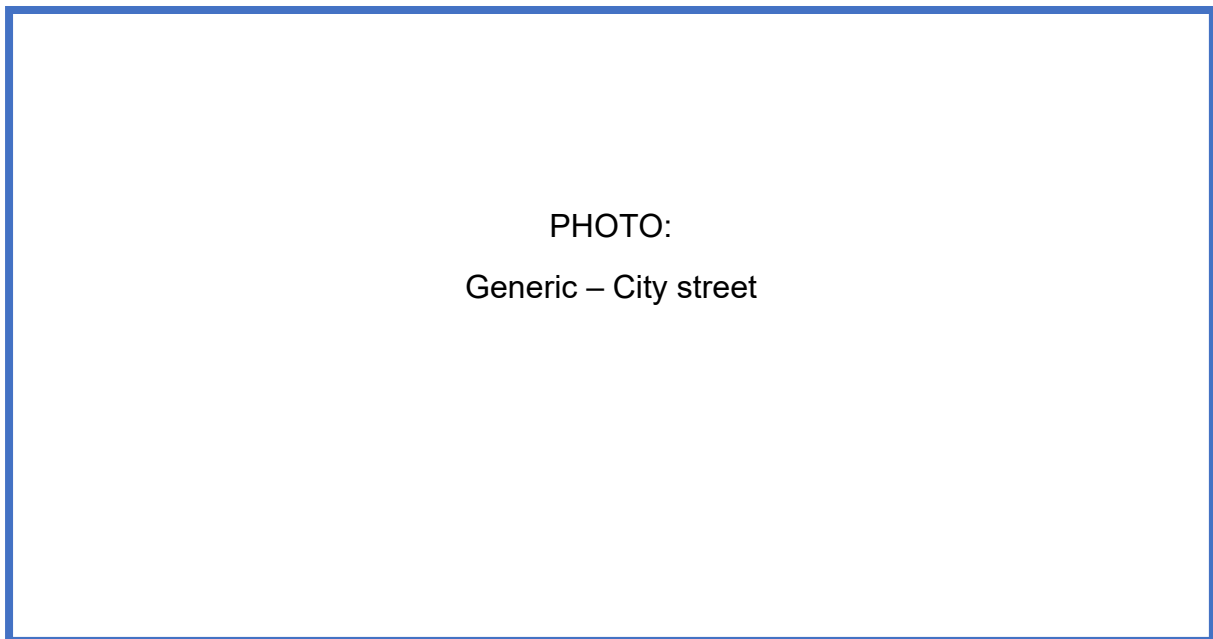
Section A: Context, Approach and Framework for Delivery

Introduction

Context

The City of London is unique in its position as a global business and financial district at the heart of the Capital. It is also unique in its environment and transport mix, with a large number and proportion of people walking and cycling on streets that are narrow and centuries old. This combination creates the potential for conflict between users of the City's streets, and challenges relating to road danger unlike anywhere else in London or the UK.

Despite these challenges, and in line with the Mayor of London's ambition and international best practice, the City of London Corporation has committed to seeking the elimination of all transport related deaths and serious injuries from the streets of the Square Mile. This ambition is known as Vision Zero, and the City Corporation hopes to achieve it by 2040. The City Corporation, City of London Police, Transport for London and emergency service partners remain convinced that death or serious injury should never be a price to pay for travelling around the Square Mile.



In 2018, the City Corporation published a five-year Road Danger Reduction and Active Travel Plan. The following year, in 2019, the City Corporation's Transport Strategy provided further detail on the measures and programmes that would help achieve the ambitious goal to prevent fatal and serious casualties on the City's streets.

The Transport Strategy sets the strategic direction for achieving Vision Zero, and a range of ambitious road danger reduction measures have been delivered in the period since. However, the City Corporation is currently not on track to achieve the targets it has set. The 2020 and 2021 calendar years saw a reduction in the number of people killed and seriously injured. This is largely as a result of the Covid-19 pandemic and the associated reduction in the number of people using the City's streets. If this 2-year

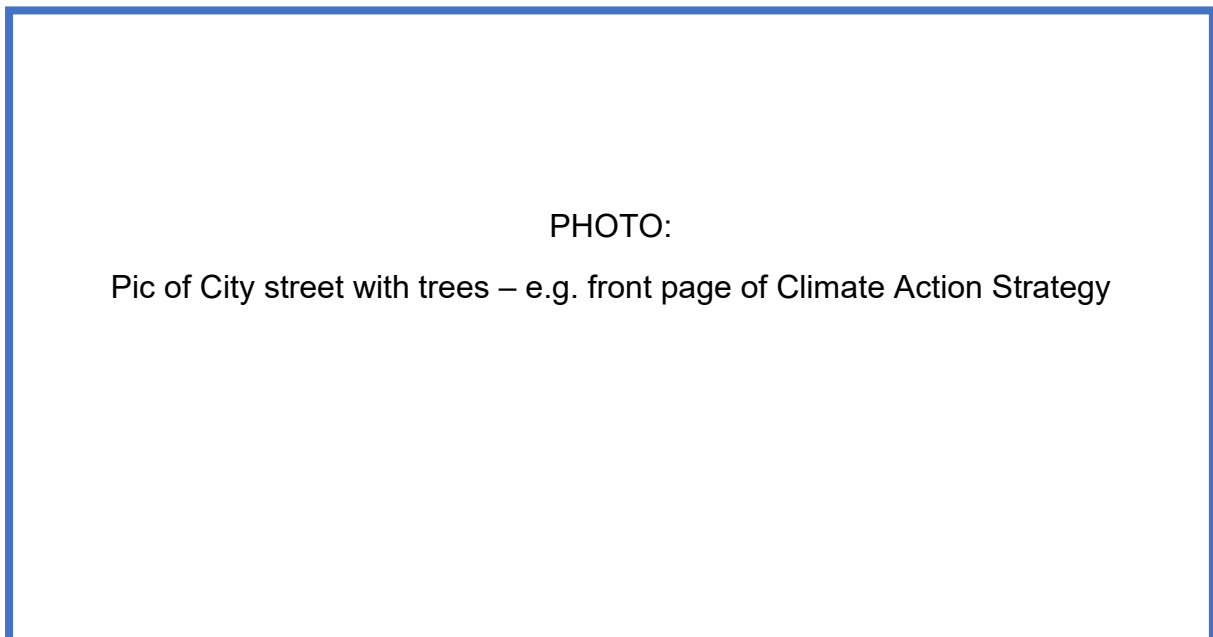
anomaly in the data series is discounted then the City faces real challenges in remaining on track to its current 2030 target of fewer than 16 fatal or serious casualties, and short term 2022 target for a reduction to below 35¹.

This Vision Zero Plan for the Square Mile reaffirms our commitment to seek to eradicate deaths and serious injuries and details an evidence-led and ambitious programme of action.

An endeavour as bold and transformational as Vision Zero cannot be delivered by one agency alone, and for this reason, this Plan and the delivery of actions contained within it are a partnership between the City Corporation, City Police, TfL, emergency service partners, the business community and many others.

Vision Zero at the centre of transport and societal goals

Each time a person is killed or seriously injured on the City's streets, the impacts in terms of grief, emotional trauma and financial hardship are felt far beyond the individual. Serious collisions shatter lives and the repercussions are often hidden from society's view or seen as the inevitable byproduct of travel. The City Corporation, City Police and partners must challenge this thinking, and reinforce the view that these tragic events are neither unavoidable nor bearable.



However, beyond the moral and ethical imperative to prevent these catastrophic events, the prevention of casualties, reduction of road danger and improved perception of safety are all essential to achieving our broader transport and societal goals.



Figure 1: Chart to show relationship between Vision Zero and other transport goals

Vision Zero sits at the heart of the Healthy Streets approach, and other transport policy objectives are dependent on its success. Reducing road danger not only helps to prevent casualties. It also unlocks the potential for more walking and cycling trips, contributes to a zero carbon transport system, improves local air quality and reduces congestion through improving the efficiency of the street network. All of these help to tackle two of the most serious and pressing issues facing our society:

- the public health crisis brought about by inactivity, manifested through increased obesity, heart disease and diabetes, and
- the changing global climate and the need to build resilience, champion sustainable growth and support the achievement of net zero.

Progress made and areas of focus for the plan

The make-up of traffic in the City has changed considerably over the last two decades. The Square Mile has seen a very significant increases in the numbers of people walking and cycling, whilst the numbers of people driving motor vehicles has reduced. In the two decades between 1999, when the first traffic counts took place, and 2019, cycling numbers have more than tripled, whilst cars, taxis, private hire vehicles, motorcycles and lorries reduced by over 50 per cent.

In 2021, people cycling represented the single largest vehicular mode counted during peak times on City streets. Similarly, people walking represent more than half of all street users during peak times.

Walking and cycling, despite being active, healthy and zero-emission, also represent (along with riding a motorcycle) the most high-risk ways of travelling around the City. The numbers of people travelling by foot and cycle have increased significantly over the last 20 years, and so the general plateauing in the numbers of people killed and seriously injured (between 50-80 serious injuries and one to four fatal injuries a year) during this period, represents a general reduction in the risk of travelling on the City's streets (see figure 2 below).

2021 saw the lowest number of fatal and serious injuries on the City's streets since records began, with a total of 40 (1 person killed, and 39 seriously injured).

However, discounting the pandemic-related reduction in fatal and serious injuries in 2020 and 2021, the City does not appear to be on track to achieve the ambitious targets set to achieve Vision Zero by 2040. More needs to be done, and this action plan presents the opportunity for the City Corporation and its partners to redouble their efforts to reduce road danger.

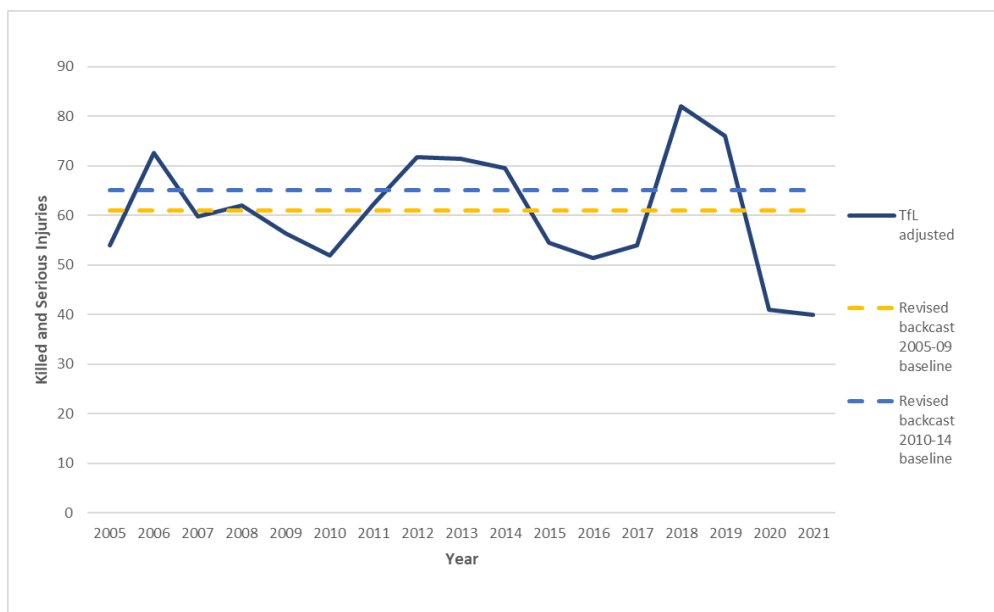


Figure 2: Chart showing progress in reducing fatal and serious casualties in the City of London from 2005-2021

As a result of improved reporting of injury severity by the City Police in 2017, more injuries are now being classified as serious rather than slight. The Department for Transport (DfT) led a process to 'back-estimate' the number of seriously injured casualties that would have been reported by the police using the CRASH injury-defined approach, rather than the previous severity-defined system. This factor has been applied to casualty numbers prior to 2017, to allow comparisons to be made between the most recent injury figures and previous years.

The Covid-19 pandemic from March 2020 onwards introduced countless health, economic and societal challenges, as well as significant obstacles to the operation of the transport network. In terms of casualty numbers in the Capital and the City, it represented a significant change, with the reduction of travel, including motor vehicle trips, and an associated reduction in numbers of people injured. Efforts to avoid a 'car-led recovery' from the pandemic continue across London, and for the City the emergence from the pandemic represents an opportunity to introduce infrastructure or behavioural measures that accelerate delivery of our Transport Strategy.

Despite this, the pandemic has led to financial challenges and the levels of available funding from TfL through the Local Implementation Plan (LIP) are reduced. This may mean that smaller scale interventions and behavioural measures and campaigns will need to be reduced in the short term, with an increased emphasis on effective targeting of interventions, prioritisation of spend and raising the profile and visibility of measures to prompt changes in user behaviour.

Challenges learnt from the casualty data

In the development of this Vision Zero plan and to ensure actions are as evidence led as possible, the City Corporation has developed a Vision Zero Collision Data Dashboard. This dashboard contains collision and casualty data for the City, from the start of 2017, and has been used to derive insight into collision and casualty trends. This is essential in ensuring that the actions contained within this plan, and the strategic focus of the City Corporation and partners' investment, is oriented towards addressing the key issues identified from the data.

The dashboard shows that in 2021, there were 152 casualties in the Square Mile, of which 39 were serious and one fatal - in August 2021, a person was tragically killed by a car whilst walking near Minories late at night.

The casualty data dashboard will act as an ongoing reference tool, as new and updated data is incorporated, ensuring that the City Corporation and partners remain live to new and emerging trends so that they can be addressed with the shortest possible delay.

Despite the general reduction in risk in the City, seen through the broad plateauing of fatal and serious injuries whilst walking and cycling numbers significantly increased, the collision data dashboard indicates the following key challenges that remain:

The data shows that many of the road danger challenges faced in the City are unique.

People walking, cycling and riding a motorcycle make up 92 per cent² of all fatal and serious injuries in the City (see figure 3 below). This is compared to a London wide figure of 81 per cent. This reflects the unique nature of the traffic make up in the Square Mile and underscores the importance of creating a low-speed, forgiving environment that minimises risk to the most vulnerable users of the City's streets.

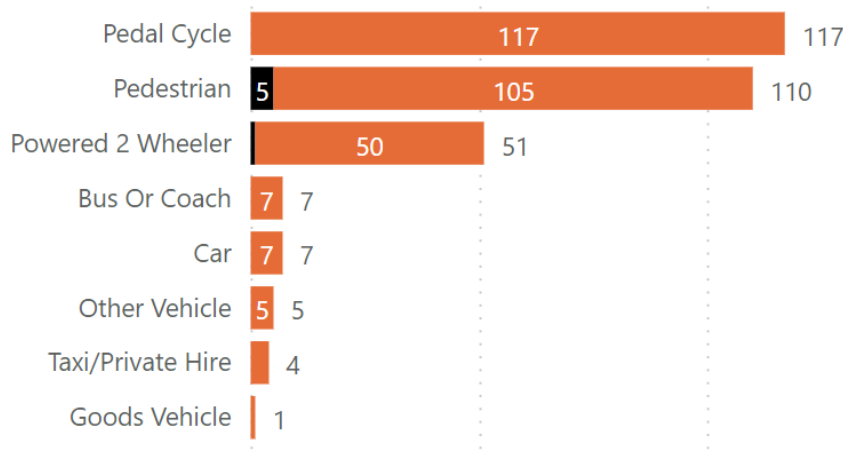


Figure 3: Chart to show fatal and serious injuries by mode of travel (1/1/2017-27/07/2022)

The majority of people killed and seriously injured are in their 20s and 30s, and over twice as many men are fatally or seriously injured as women, reflecting the age and gender profiles of the City's daytime workforce. However, men still experience more than 34% higher risk (per 100,000 population).

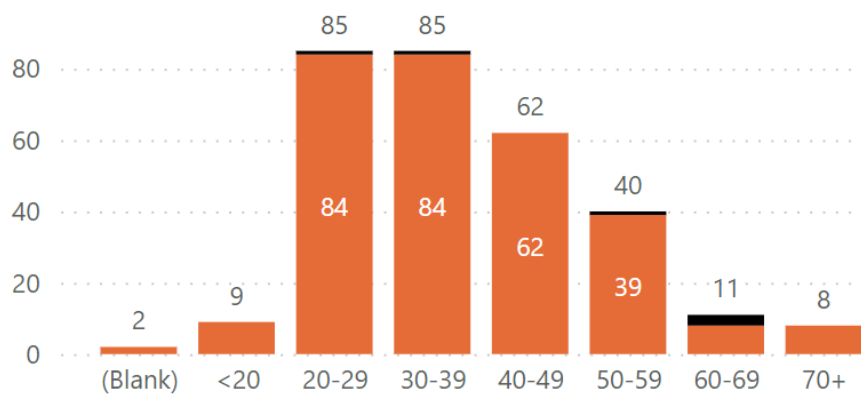
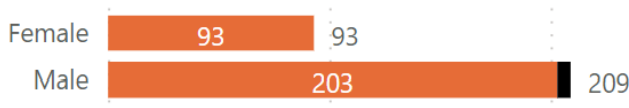


Figure 4: Chart to show fatal and serious injuries by age (1/1/2017-27/07/2022)



² (302 fatal and serious casualties between 1/1/2017-27/07/2022)

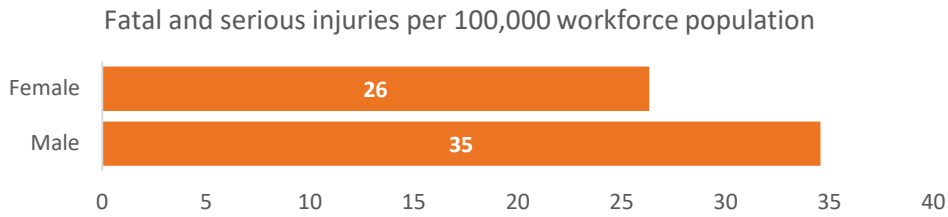


Figure 5: Chart to show fatal and serious injuries by gender and risk by 100,000 workforce population (1/1/2017-27/07/2022)

Many of the problem locations are well known to the City Corporation and partners

The heatmap in figure 6 below shows the location of concentrations of fatal and serious injuries. Some of these locations have been the subject of the City Corporation’s safer streets work in recent years. However, the heatmap shown below includes data extending back to the beginning of 2017, and so does not necessarily reflect recent projects and interventions.

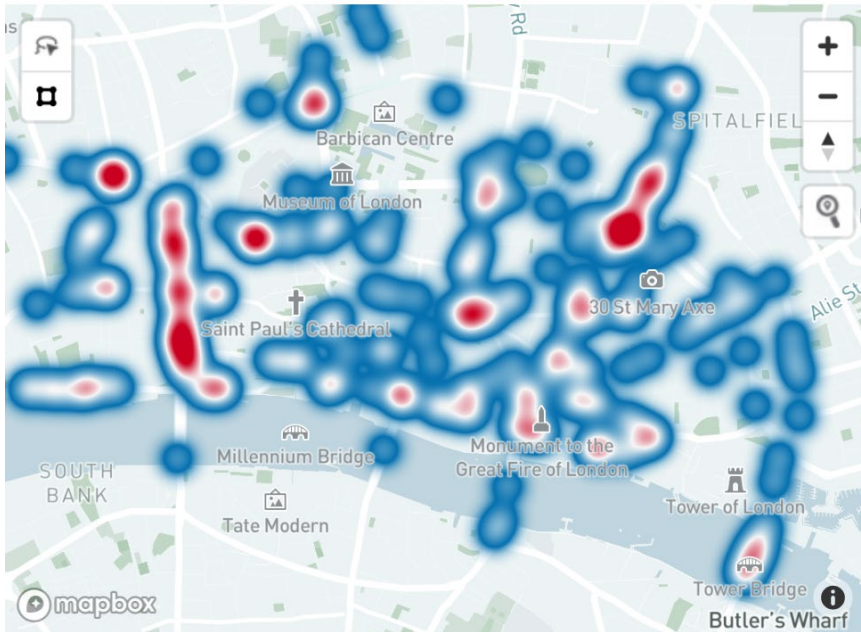
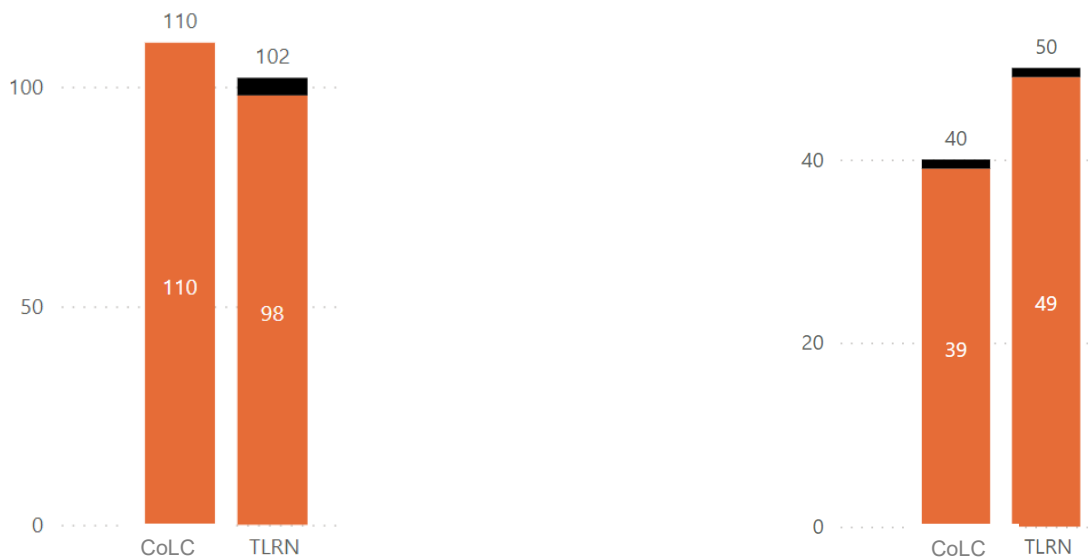


Figure 6: Heatmap to show concentrations of fatal and serious injuries in the City (1/1/2017-31/11/2021)

Figure 7 shows that a shift has taken place towards far more fatal and serious injuries occurring on the Transport for London Road Network (TLRN). TfL’s streets are the fastest, most heavily trafficked routes through the City. These streets experience the most acute conflict between large heavy vehicles and people walking, cycling and riding motorcycles. This underlines the importance of ongoing close engagement and collaborative working with TfL, to deliver solutions to reduce risk on the TLRN.



1 January 2017 – 31 December 2019

1 January 2020 – 27 July 2022

Figure 7: Chart to show fatal and serious injuries by highways authority (1/1/2017-31/12/2019 and 1/1/2020 – 27/07/2022)

Over 75 per cent of fatal and serious casualties take place at or near a junction, with over half taking place at a T-junction. This highlights the potential conflict that can arise from turning manoeuvres, and the importance of the focus in this plan on improving safety at junctions.

As might be expected, with the highest numbers of people walking and cycling during the morning and late afternoon peaks, there are spikes in the number of fatal and serious injuries at these times. However, there are also smaller peaks in serious injury seen at lunchtime and late night, reflecting the food, retail and night-time economies in the City.

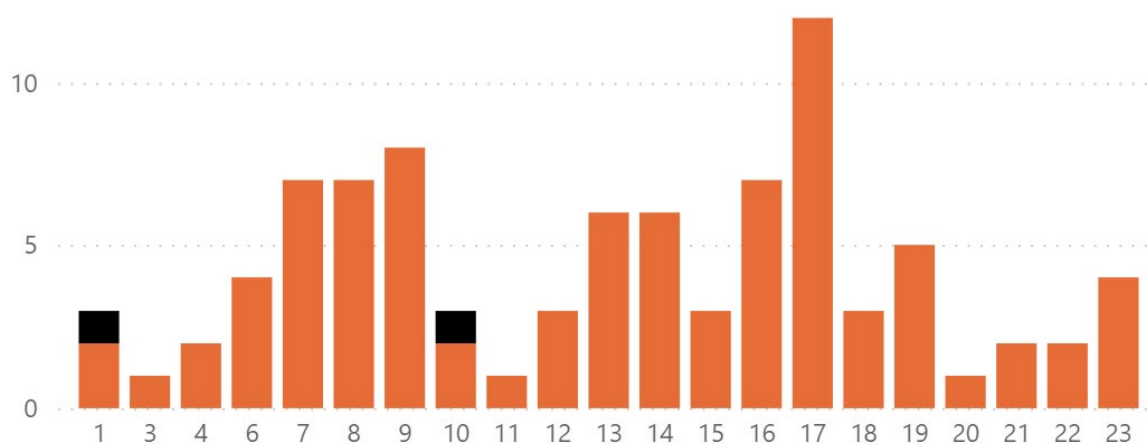


Figure 8: Chart to show fatal and serious injuries by time of day (1/1/2017-27/07/2022)

Different road users on the City's streets experience different level of risk.

Through combining collision and casualty data with vehicle km travelled data³, it is possible to derive a measure of vehicle risk, both the risk of being fatally or seriously injured, or of being involved in a fatal or serious collision while not being injured.

Figure 9 below shows that people riding cycles and powered two wheelers experience significantly higher risk than any other road user. Bus and coach passengers face higher risk than car and taxi and private hire passengers⁴, most likely due to the stop-start nature of bus travel in the City, with passengers standing or unrestrained by seat belts, and with the added hazard of stairs on double decker buses.

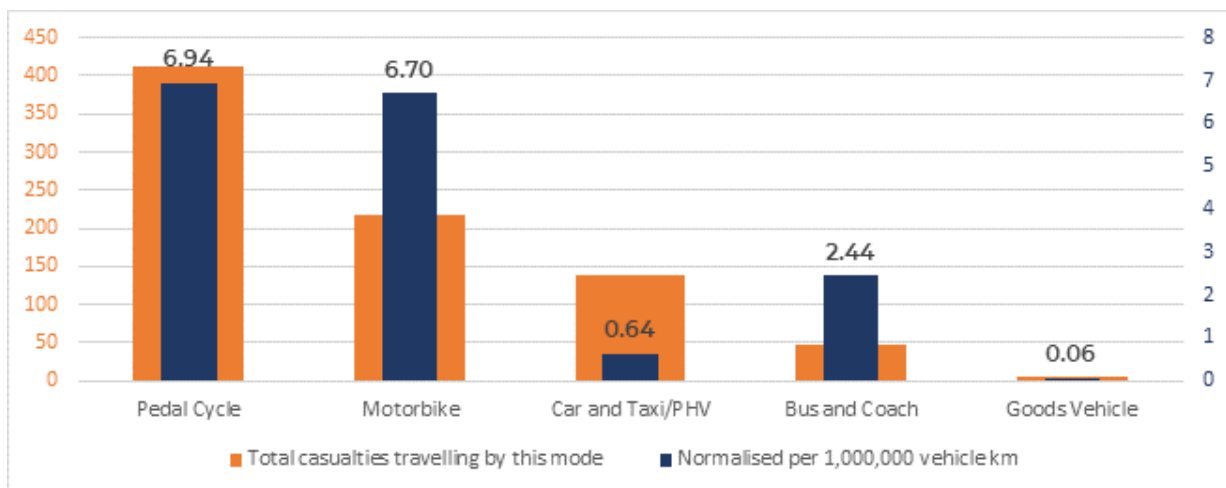


Figure 9: Chart to show relative risk of being fatally or seriously injured by mode of travel (1/1/2017-31/09/2021)

Different vehicles on the City’s streets pose different levels of risk to others. When looking at the risk of each vehicle type being involved in a collision resulting in a fatal or serious injury of another street user, but not to the driver /rider of that vehicle, the data shows that people riding motorcycles pose the highest risk to others relative to their share of traffic, followed by bus/coach, heavy goods vehicles (HGVs) and car/taxi/private hire drivers.

³ Normalised to 1,000,000 vehicle km using data sourced from DfT

⁴ It is suspected there is a significant misclassification of taxis, cars, and private hire vehicles in the Stats 19 data. Therefore, for this analysis the three categories have been combined.

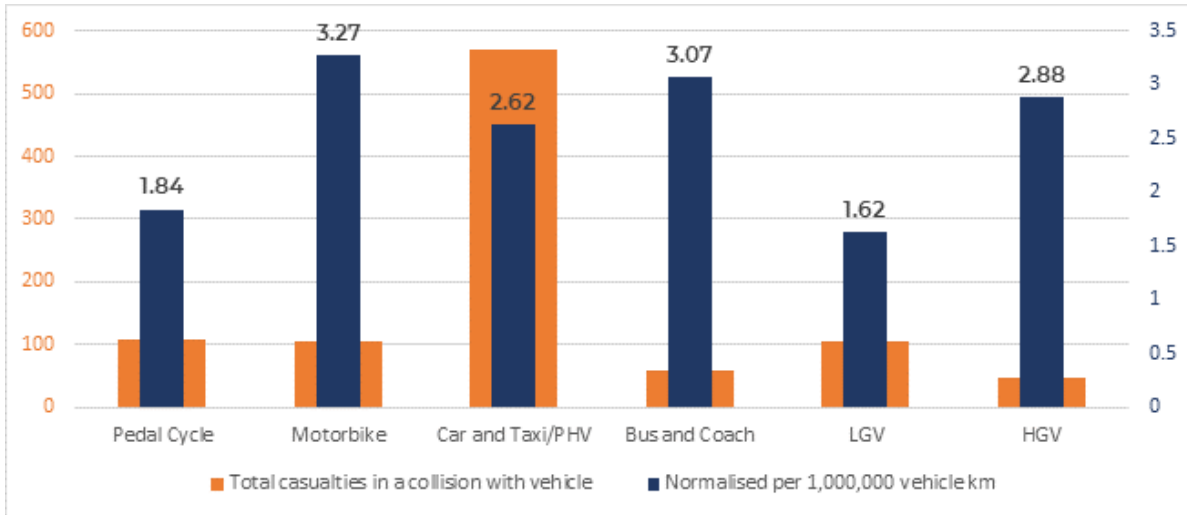


Figure 10: Chart to show relative risk of being involved in a fatal or serious collision, whilst not being the injured party, by mode of travel (1/1/2017-31/09/2021)

People riding cycles and driving light goods vehicles pose the least risk to others on the City's streets.

Conflict between particular road users results in the majority of fatal and serious injuries

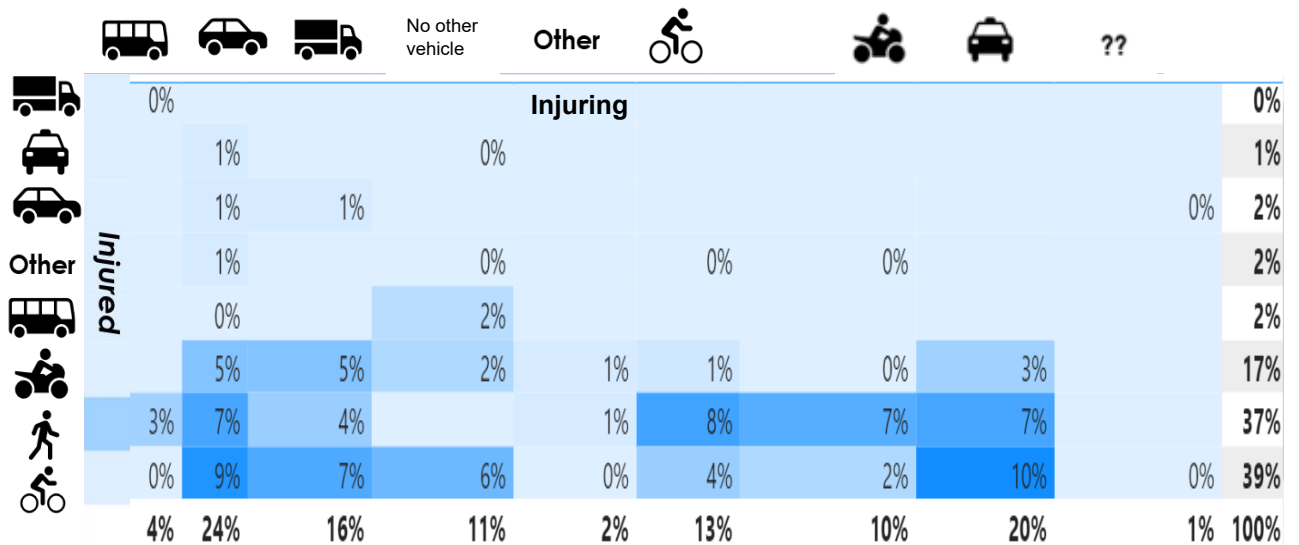


Figure 11: Chart showing 'conflicting pairs' of different street users and the proportion of all fatal and serious injuries they represent (1/1/2017-31/11/2021)

The fatal and serious injury conflict matrix⁵ (figure 11) above, shows that cars, taxis and private hire vehicles are the vehicles involved in the most fatal and serious injuries (~45 per cent).

Conflict between people walking and cycling makes up more than 14 per cent of all fatal and serious injuries⁶, showing it to be an issue requiring further investigation and action to address. However, with only 21% of serious injuries to people walking involving someone cycling, and the remaining 79% involving motor vehicles, the focus of attention should remain on these higher risk modes.

There are inequalities in the way in which the impacts of road trauma are felt. As described above, vulnerable users of the City's streets are seriously injured more often, as are men compared to women. At a pan-London scale, people from more deprived backgrounds and ethnic minorities have also disproportionately felt the impacts of road danger. The way in which data is collected by the Police may hide other inequalities relating to protected characteristics, for example the danger and fear of danger experienced by disabled people. The City Corporation and partners will consider and incorporate efforts to ensure a more inclusive and just approach to remove inequalities in the system.

Summary of the areas of focus for this plan

The insight from the collision and casualty data identifies the following key issues to prioritise and address through the actions contained within the latter half of this plan:

1. People walking, cycling and riding motorcycles are the most vulnerable users of the City's streets, and efforts should be prioritised towards reducing the risk that they experience.
2. Junctions are the highest-risk locations, with complex turning manoeuvres presenting greater potential for conflict. The focus of the City Corporation and TfL's engineering programme should be on these locations.
3. With over half of all deaths and serious injuries occurring on the street network that is managed by TfL, a strong and effective partnership with TfL will be vital in reducing risk and casualties in the City.
4. Certain vehicles, notably motorcycles, buses/coaches and heavy good vehicles pose greater risk to people walking and cycling, and significant gains in the reduction of road danger and prevention of injuries can be achieved by mitigating the risk they pose.

⁵ Injured road users as the figure in rows, and other vehicle involved as the figure in columns. Due to rounding up and rounding down, the cumulative figure at the end of a column or row may not equal the addition of other figures in that row or column.

⁶ Eight per cent from pedestrians injured through conflict with cyclists, plus six per cent of cyclists injured with no other vehicle (presumed to be pedestrians)

5. Whilst the above vehicles pose the greatest risk, the casualty matrix confirms that efforts to reduce fatal and serious injuries to zero also need to focus on cars, taxis and private hire vehicles as the vehicles involved in most serious collisions by number.
6. People riding motorcycles are disproportionately involved in serious injury of both themselves and others, and conflict between people cycling and walking is an issue that needs to be addressed to reduce danger to both parties.

Safe System and a focus on the sources of harm

This plan follows a proactive road danger reduction approach, in place of the more simplistic casualty reduction and road safety approach traditionally favoured across the UK. The shift in emphasis to tackling the origins of road danger at source is essential to achieving the end goal of prevention of fatal and serious injuries.

In doing so, the opportunity exists to see transport's contribution to public health in the broader context. Through tackling the key sources of harm (travelling too fast, driver and rider distraction, drink and drug use and unlawful and risky behaviour) it is possible to prevent serious harm to the users of the City's streets, whilst also improving perceptions of safety, and breaking down the barriers to even greater levels of walking and cycling.

For these reasons, successful delivery of this Plan is a critical success factor to delivery of the broader strategic transport and climate action goals for the City Corporation. In turn, the plan's success can be measured in increased walking and cycling, a less traffic dominated, more inclusive and forgiving street environment, as well as fewer people killed and seriously injured.

Safe System approach – a framework for delivery and principles of the approach

The Safe System approach that this action plan follows is an internationally recognised and proven framework for tackling road risk and preventing fatal and serious injury. It is the approach incorporated into the Mayor and TfL's [Vision Zero Action Plan](#) and [Progress Report](#), as well as the City Corporation's own [Transport Strategy](#). The Safe System approach improves upon the obsolete approach of categorising activity by engineering, education or enforcement, and sees a death or serious injury as a failure of a 'system'.

That system is made up of the street environment, the vehicles that travel within it, the behaviours of people that use the streets, and the speeds at which they travel. This more holistic approach recognises that all parts of the system can fail and lead to a fatal or serious collision, and they need to work in combination to prevent these tragic events. As such, the framework of this plan is structured around five key themes:

- Safe Speeds
- Safe Streets
- Safe Vehicles
- Safe Behaviours, and
- Post Collision Response.



Figure 12: Key themes of the Safe System Approach

Whilst the final theme of Post Collision Response is not one that includes directly preventative action, it is crucially important in supporting bereaved families and those that have suffered serious injuries. It is also imperative to learn from collisions to feedback into the approach and analyse collision and casualty data to further refine and improve the programme of interventions.

The Safe System approach also introduces a set of core principles which help guide the approach and provide a focus for the delivery of initiatives to reduce road danger. The core values of the City's Vision Zero approach are that:

1. People make mistakes, so the transport system in the Square Mile needs to accommodate human error and unpredictability
2. There are physical limits to what the human body can tolerate. The City's streets need to be forgiving, so that the impact of a collision will not cause fatal or serious injury
3. All those with a role in designing, building, operating, managing and using the streets have a responsibility to reduce danger
4. All parts of the system must be strengthened in combination to multiply their effects. As a result people are still protected if one part fails and it does not lead to death or serious injury.

Lastly, and what rests behind the City Corporation's long-term commitment to Vision Zero, is the fundamental conviction that deaths and serious injuries on the City's street network are neither inevitable, nor should they be tolerated. They are predictable,

preventable yet tragic events, which the City Corporation and its partners will continue to challenge and collaborate on solutions to address.

The City will not term the tragic events that lead to death and serious injury as “accidents”, and they will not be considered events that must be tolerated. Rather, they will be challenged at every turn, through ensuring that road danger reduction is a common priority for the City Corporation, City Police and their partners, and is a core priority for all schemes.

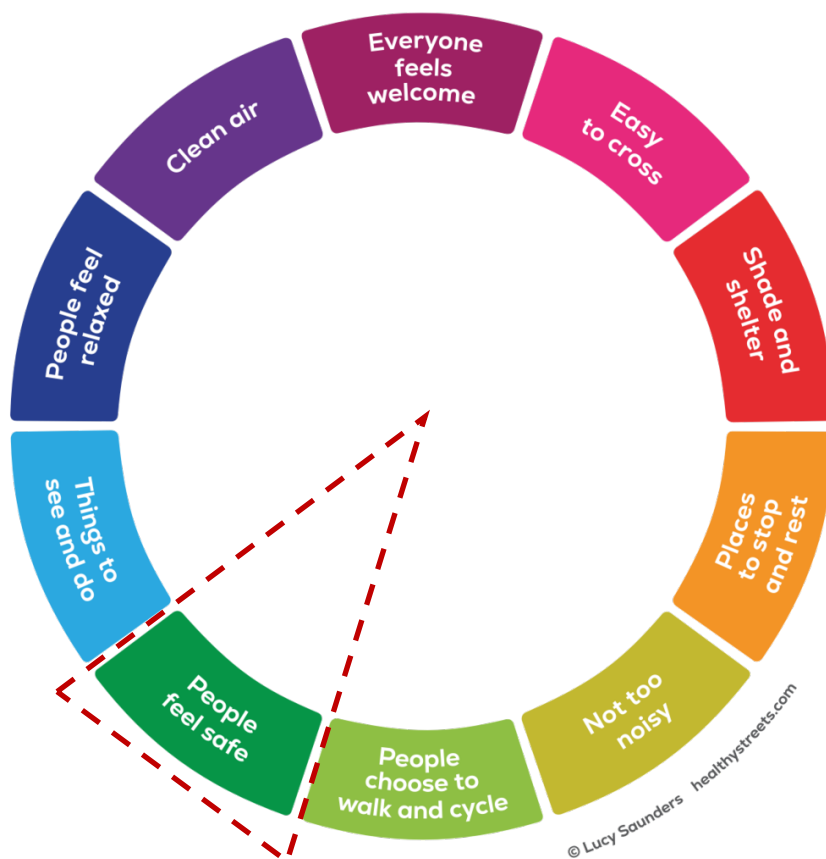


Figure 13: Healthy Streets indicators and contribution of safety

Vision Zero and Healthy Streets

The Healthy Streets Approach provides a framework for putting human health and experience at the heart of planning transport in the City. It uses ten evidence based indicators, shown in Figure 13, to assess the experience of being on our streets. Good performance against each of the indicators means that individual streets are appealing places to walk, cycle and spend time.

The Vision Zero and the Healthy Streets approach are intrinsically related to one another, with safety and the feeling of safety being fundamental to creating environments where people wish to walk, cycle and spend time. Safer streets are healthier, more active streets. As Figure 13 above shows 'People feel safe' is one of

the ten Healthy Streets indicators but all the indicators contribute to making streets safe environments, and vice versa.

Road Danger Reduction and a risk management approach

The Safe System programme that follows in this plan is based upon the hierarchy of controls that is the best practice approach to health and safety risk management. This approach follows an order of interventions from most effective to least effective:

- Elimination (physically removing the hazard)
- Substitution (replacing the hazard)
- Engineering (isolating people from the hazard)
- Administrative controls (changing the way people behave)
- PPE (protecting people with Personal Protective Equipment)

Translating this approach into the Vision Zero programme establishes the hierarchy of measures shown below:

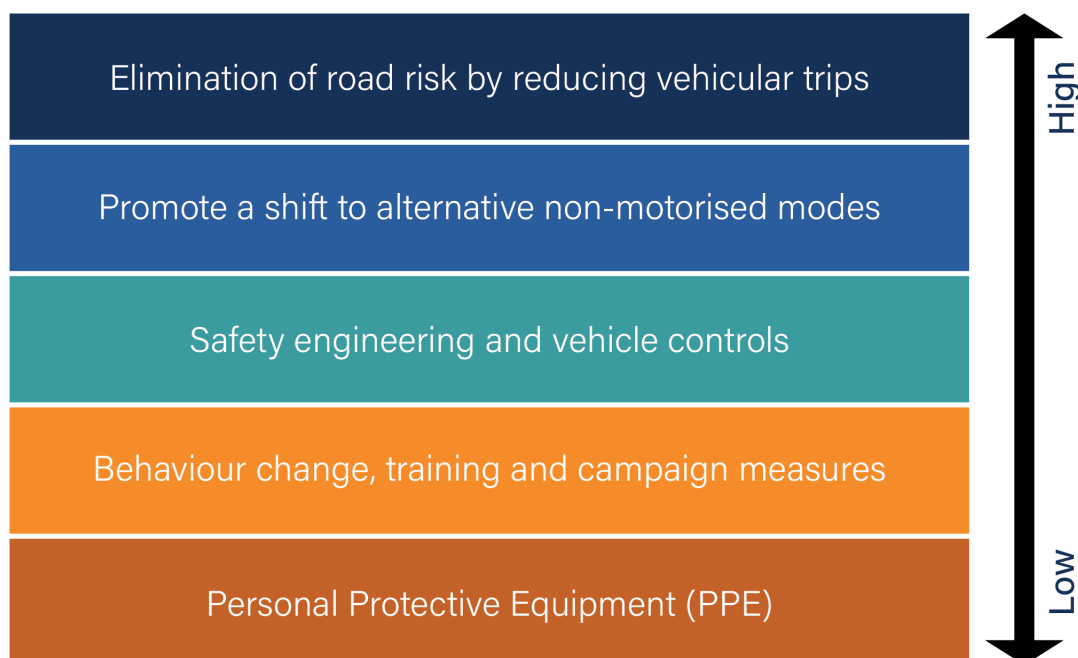


Figure 14: Hierarchy of controls applied to the Safe System approach

As set out in its Transport Strategy, City Corporation will continue to take a proactive approach to reducing the amount and dominance of motor traffic in the Square Mile. Where trips continue to be made, the City Corporation and partners will encourage them, where possible, to be switched to alternative safer forms of travel. Engineering measures alongside vehicle safety improvements will further reduce risk, before relying on behaviour change initiatives and finally personal protective equipment as the last resort to reduce road danger.

Targets to monitor progress towards Vision Zero

To monitor progress and underline the commitment to Vision Zero, the City Corporation has set targets for reducing deaths and serious injuries.

The Transport Strategy set the target of zero by 2040, and we remain committed to this, along with the target set of a 70 per cent reduction against 2010-14 levels by 2030. The target to achieve a reduction of fatal and serious injuries to below 35 in 2022 now appears to be unachievable (full data is not yet available for 2022), but to maintain focus and monitor progress, a new target has been set for a 65 per cent reduction against 2017-19 levels (equivalent to fewer than 32 fatal and serious injuries) by 2026.

Due to the costs and time required for the actions in this plan to bed in and take effect, progress to achieve the 2030 target is weighted towards the latter part of the 8-year period following the publication of this plan.

The City Corporation has worked with TfL to further understand the impact of the improved reporting of injury severity by the City Police. Following the change in reporting, more injuries are being classified as serious rather than slight. TfL and the City Corporation have applied an updated 'back-estimation factor' to historic fatal and serious casualty numbers prior to the change in 2017. This results in a slightly higher figure of 20 for the 2030 target than the 16 previously proposed, due to the higher 2005-09 and 2010-14 baseline periods.

Targets to reduce deaths and serious injuries in the City are now as follows:

- By 2026, fewer than 32 deaths and serious injuries
- By 2030, fewer than 20 deaths and serious injuries
- 2040, zero fatal and serious injuries

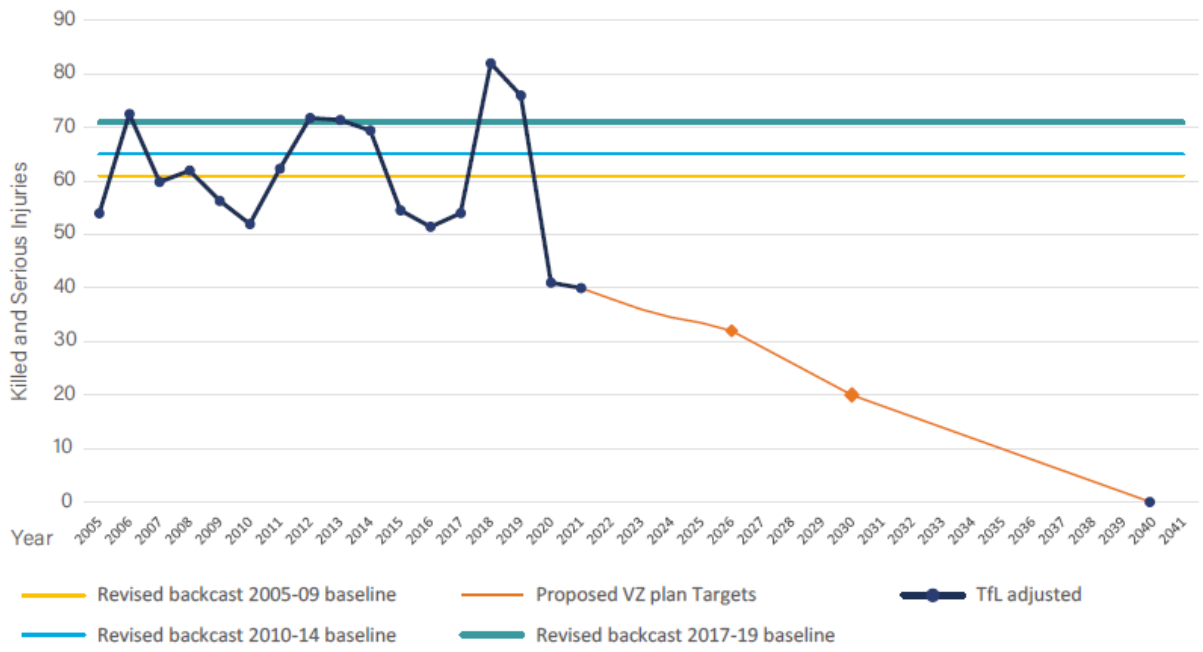


Figure 15: Targeted reductions in numbers of fatal and serious injuries in the City

Delivering in partnership

The Vision Zero ambition and the intermediate targets set out above cannot be achieved by any one agency acting alone.

The City Corporation already has an effective forum for collaboration with key partners, called the Road Danger Reduction Partnership. The City Corporation, City Police, London Ambulance Service, London Fire Brigade and TfL meet to discuss and agree the strategic approach and initiatives to achieve Vision Zero. This forum will continue to be essential in managing delivery of this plan.

As a business district the City has far more daily employees that visit the Square Mile, compared to the c.9,000 residents, and for this reason the plan cannot be developed or delivered without the essential input of the business community. The Active City Network (ACN), a forum made up of Business Improvement Districts and many of the major businesses in the City will continue to steer, communicate, challenge and support the road danger reduction activity delivered in the Square Mile through its steering group. The ACN will be used as a sounding board and forum for feedback on delivery of the many actions and commitments in this plan.

Business Improvement Districts (BIDs) will continue to act as key allies and delivery partners in communicating with and influencing the business community, to help deliver the City Corporation's objectives.



We will also engage and cooperate with surrounding central London boroughs. Collaboration, knowledge sharing, economies of scale and collective influence will be the hallmarks of the Central London Vision Zero Forum, which will meet every 2 months to coordinate activity to achieve the shared Vision Zero goal.

Throughout this plan, there are a number of actions that will require wider partnership and collaboration in order to be delivered effectively. These partnerships will be forged with schools, businesses, developers, couriers, construction companies and residential communities amongst others, and are in addition to the partnership forums mentioned above.

Through this approach, partners will work hand in hand with each other to deliver the commitment and realise the goal of the eradication of death and serious injury from the City's streets.

Section B: Safe System Programme of Action

This section of the action plan details the actions that the City Corporation, City Police and other partners will take, structured around the key themes of the Safe System approach. The actions build on the [City Corporation's Transport Strategy](#), particularly Proposal 20: *Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero*. The Transport Strategy sets the strategic framework for transport in the City to 2044. Achieving Vision Zero will require the delivery of other proposals in the Transport Strategy, such as traffic reduction and enabling more walking and cycling.

PHOTO:

Generic – People walking and cycling on City street

Build a stronger Vision Zero safety culture within the City Corporation & its partners

ACTION 1:

Road danger reduction will be made central to the design and delivery of all initiatives, through strengthening and building the Vision Zero safety culture in the City Corporation, City Police and their partners.

The true measure of an organisation that is committed to reducing risk and the potential for casualties is one that has moved from a culture of reactive, bottom-up action, to being proactive, with safety an inherent part of its fabric. ***Through the City Corporation, City Police and their partners Vision Zero will be a central facet of activity, with the reduction of road risk considered a core element of success for all street infrastructure schemes and initiatives (action 1.1).***

This will be particularly relevant for street engineering and public realm programmes, which will identify and exploit opportunities to reduce danger and integrate the safety design principles outlined in action 5 below, along with the Healthy Streets Check for Designers.

Key elements of the process of strengthening the safety culture will include:

- ***applying language guidelines for road collisions, e.g. “crash” or “collision” not “accident”, and referring to the driver or rider, not the vehicle***
- ***participating in London Vision Zero week, Project EDWARD, national road safety week and other similar campaigns,⁷***
- ***recognising success in delivering initiatives that support Vision Zero, as well as inviting ideas for innovation and creativity***
- ***raising and maintaining ongoing awareness of individual fatal and serious collisions when they occur, along with trends in fatal and serious injury numbers in the City of London (action 1.2).***

This will help to engender a culture that treats individual serious injury collisions as the tragic incidents they are, rather than as statistics.

⁷ Project EDWARD (Every Day Without A Road Death) is a platform for highlighting good practice in road safety in the UK, through a week of action in October each year.

Safe Speeds

The contribution of speed to collisions and safety perceptions

The speed at which vehicles travel in a busy urban environment such as the Square Mile, is key to creating places where people are safe and feel safe. Not only is the speed at which a vehicle is travelling the most important factor in whether or not a collision will occur, it is also the fundamental factor dictating whether the resulting injury will be fatal, serious or slight. Vehicles travelling at higher speeds create greater risk to others, they worsen perceptions of safety, deter people from walking and cycling and can lead to a hostile, traffic dominated street environment.

The City Corporation has already led the way in the Capital in setting lower, 20mph speed limits to help create forgiving streets that are not overly dominated by motor vehicles. However, more needs to be done, and Safe Speeds is the theme of action that has the greatest opportunity to reduce the likelihood of a serious collision, and the severity of injury should one occur. It draws in action from across Safe Streets, Vehicles and Behaviours that contribute to a reduction in the speed at which people drive or ride in the City.

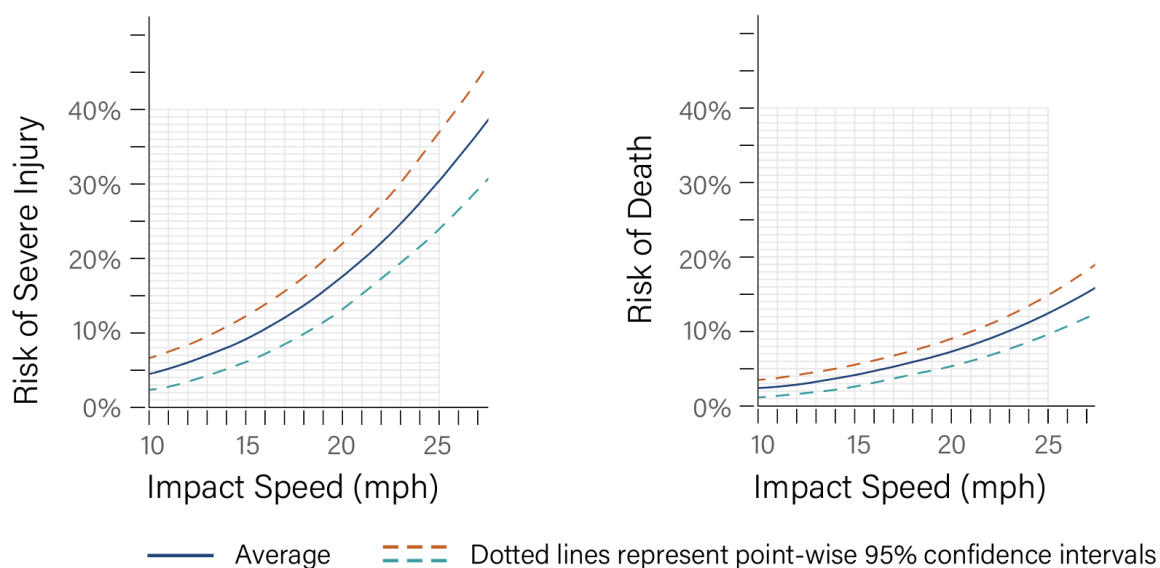


Figure 16: Chart showing impact in reduced risk of death or serious injury through lower impact speeds (Dotted lines represent point-wise 95% confidence intervals)

Research has found that on urban streets with low traffic speeds, any 1mph reduction in average speed can reduce the collision frequency by around 6 per cent⁸.

Figure 16 above shows that the reduction of vehicular traffic speeds to 20mph or below significantly reduces the risk of death from a collision. However, it also shows that even at 20mph there is still a significant risk of serious injury, and through reducing

⁸ Taylor, M.C., Lynam, D.A. and Baruya, A., 2000 The effects of drivers' speed on the frequency of road accidents

speeds still further, there may be opportunities to reduce the number of serious injuries⁹.

The number of fatal and serious injuries in the City that have inappropriate speed as a contributory factor is lower than the 37 per cent figure seen across London¹⁰, however speed is still a key determinant of road danger. It is sometimes said that traffic speeds in the City are already low and that due to congestion it is often not possible to travel at the 20mph speed limit. However, this is not the case in many parts of the City, nor during the evening and overnight period¹¹ when there are still many people walking or cycling, including those enjoying the Square Mile's night-time economy.

In addition, on some of the City's most narrow and busy streets, travelling at 20mph is high risk and poses significant road danger to people walking and cycling.

Setting speed limits that are appropriate for the location and minimise risk to people walking and cycling

ACTION 2:

The City of London Corporation will identify locations across the Square Mile where trials of advisory speed limit reductions will help create lower speed environments and reduce road danger.

The City Corporation reduced the speed limits on its own road network to 20mph in 2014, with TfL following suit across the period to March 2020, when the last of its streets in the Square Mile changed to 20mph. Whilst this has helped to reduce average speeds to below 20mph (see figure 17 below) and has reduced risk to those that are most vulnerable on the City's streets, a further step change in vehicle speeds is required to accelerate progress towards the achievement of Vision Zero.

⁹ <https://www.sciencedirect.com/science/article/abs/pii/S000145751200276X>

¹⁰ MPS noted one or more of the speed-related contributory factors 'exceeding speed limit', 'travelling too fast for conditions' and 'careless/reckless/in a hurry' in 37 per cent of all collisions resulting in death or serious injury between 2014 and 2016

¹¹ <https://www.cityoflondon.gov.uk/assets/Services-Environment/traffic-in-the-city-2019.pdf>

Figure 4.1: Weekday speeds of 20mph and 30mph streets averaged across all sampled weekdays by hour

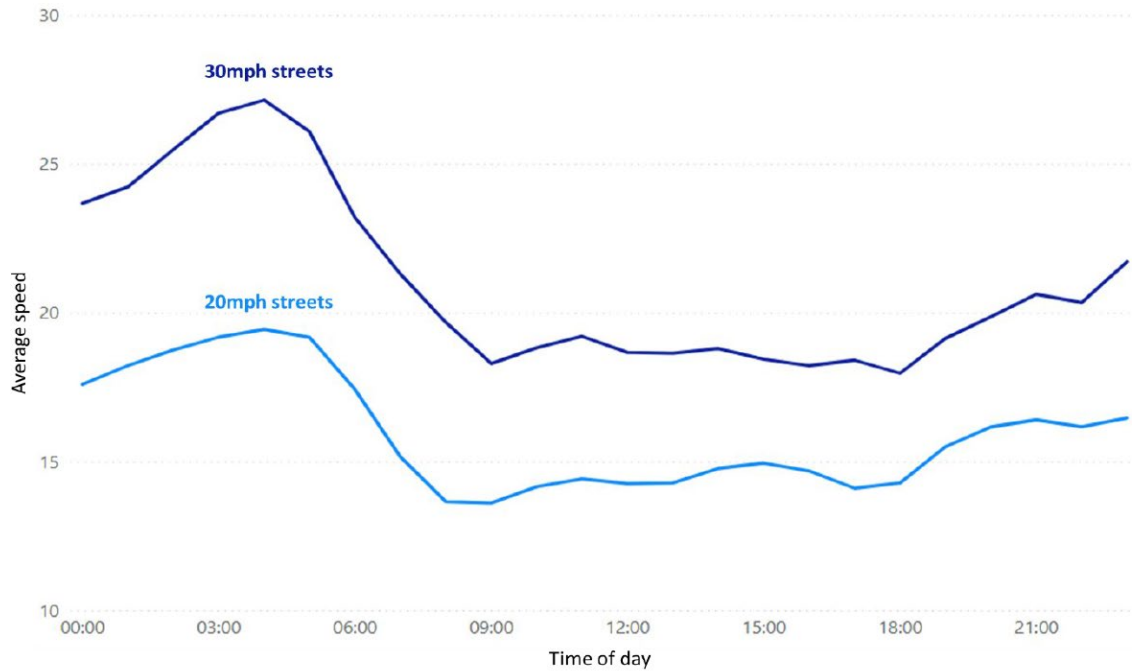


Figure 17: Chart showing average speeds by hour over a 24-hour period, on 20mph and 30mph streets

In September 2021, the City Corporation applied to the Department for Transport for dispensation for the introduction of a City-wide 15mph speed limit. The request was denied and an alternative approach of localised advisory rather than mandatory limits is now proposed.

The City Corporation will trial the introduction of advisory speed limits below 20mph on streets where slower speeds will help reduce road danger and reinforce priority for people walking (action 2.1). This action will focus on streets where people often need to walk in the carriageway and where there is the greatest risk of interaction between people walking and people cycling and driving

The City Corporation will engage with key stakeholders including the City Police, London Ambulance Service, London Fire Brigade, neighbouring London boroughs and the business community in the development and delivery of this programme. Following implementation, the trial schemes will be monitored and evaluated to understand whether expansion of the programme to further streets is warranted. Whilst advisory speed limits do not have the same legal enforcement powers as a mandatory limit, they will highlight to people driving and cycling that the area is a low speed environment where additional caution should be taken.

PHOTO:
20mph speed limit street

The reduction in speed limits to below 20mph will be delivered in parallel with projects to give more space and priority to people walking.

Promoting compliance and encouraging appropriate speeds

ACTION 3:

Promote and encourage compliance with appropriate lower speeds through designing the street to be self-enforcing, harnessing on-street technology and in-vehicle intelligent speed assistance and amplifying national and London speed education and awareness campaigns.

Setting the appropriate speed limits to promote a calm, welcoming street environment is not sufficient to achieve the necessary reduction in speeds. Speed limits need to be reinforced by street design that reflects the desired maximum speed. It is also important to point out that at certain times and locations, a safe, appropriate speed will be some margin below the limit. Safe speeds will be achieved in the Square Mile through effective street design, sophisticated vehicle and on-street technology measures and marketing and awareness campaigns.

Street design

The City Corporation will ensure all its projects that deliver changes to the City's streets create low speed environments that are self-enforcing (action 3.1).

TfL's Lower Speeds Toolkit will act as a guide for appropriate street design, and the City Corporation will work with TfL to ensure the guidance document is applied to TfL managed streets.

Vehicle and on-street technology solutions

Whilst designing streets to prompt safe speeds is the primary action; technology also has a role to play in assisting with speed compliance. Research suggests that on street speed indicator devices can be effective in prompting a reduction in mean speeds¹².

The City Corporation will introduce speed indicator devices at locations with the lowest levels of speed limit compliance and highest risk to prevent serious collisions (action 3.2).

Another road danger reduction initiative that has significant potential to prevent fatal and serious injuries is intelligent speed assistance (ISA). ISA is a system that alerts the driver and then limits the vehicle's engine power when necessary to help prevent the driver from exceeding the stipulated speed limit. TfL is currently rolling out this technology across its bus fleet as well as its own fleet of vehicles.

The City Corporation will align with TfL's approach and set the standard for driving behaviour by introducing ISA in its own vehicle fleet and promote its use by other fleets that operate in the City, including the fleets of City Corporation partners, suppliers and service providers (action 3.3).

PHOTO:

Be Brake Ready campaign



Marketing and awareness campaigns

The City Corporation has experience in the delivery of education and awareness campaigns to bring attention to the risks posed by speeding. These include the Be Brake Ready campaign that encouraged people driving and riding to travel at lower speeds and be prepared to brake.

The Department for Transport's (DfT) THINK! Programme, as well as TfL's own Marketing and Behaviour Change team have also created speed-related social marketing campaigns, such as Watch Your Speed. Rather than developing its own behaviour change and marketing campaigns, the City Corporation will seek to

¹² <https://content.tfl.gov.uk/effectiveness-of-sids.pdf>

maximise return on investment through delivering DfT and TfL campaigns in the Square Mile. These will be tailored to reflect the unique context in the City where appropriate.

The City Corporation will use its own channels, including to the business community, to amplify national and London speed awareness campaigns at a local level (action 3.4).

Engagement and enforcement against those that fail to travel at a safe speed

ACTION 4:

The City of London Police will maintain its on-street engagement and speed enforcement activity to focus on locations and times where poor compliance presents the greatest risk.

PHOTO:

City of London Police Speed Enforcement operation e.g...



For most people using the City's streets, the combination of speed limit signs and markings supported by street design and a sense of responsibility will be sufficient for them to travel at a safe speed. However, there will remain a small but hard to engage few that continue to break the law and put other users of the City's streets in danger. It is these road users that will be targeted by the enhanced roads policing practices of the City police.

Using high profile, high visibility speed enforcement methods targeted at the locations identified as being highest risk, the City Police will crack down on drivers and riders travelling at unsafe speeds (action 4.1).

Roads policing operations will not lead to punitive measures by default. Instead, the City Police will engage and advise users of the City's streets on how to travel at safe speeds, avoiding risk to others (action 4.2).

This will include engagement with people cycling, to encourage them to travel at safe speeds to reduce risk to themselves and other people. This will be a partnership

approach between the City Police and the City Corporation. The use of Community Safety Accreditation Scheme Powers (CSAS) will be investigated. These powers have the potential to strengthen Highway Authority employed wardens (accredited persons) to tackle on street anti-social behaviour, e.g. riding a cycle on the footway.

The benefit of high profile roads policing will expand beyond the operations themselves, as dangerous road user behaviour is deterred. Through communicating and raising the profile of the City Police's on street speed enforcement activity, users of the City's streets will know to adhere to the speed limit and reduce risk to others.

The City Corporation and City Police remain of the view that speed cameras have a valid role in assisting with speed compliance on the City's streets. ***Existing cameras are located only on the TLRN and so the City Corporation will engage with TfL's process of reviewing the prioritisation process for installing new cameras to advance the importance of camera enforcement in the City (action 4.3).***

Improve our understanding of speed and high risk locations on the City's street network

ACTION 5:

The City of London Corporation and Police will investigate the use of additional data sources to improve their understanding of the impact of speed and the identification of locations for speed enforcement, communications or engineering solutions.

Recognising the significance of speed and its contribution to road danger and poor perception of safety on the City's streets, it is imperative that the City Corporation, City Police and partners fully understand where, when and how inappropriate speed impacts most acutely.

The recording of speed as a contributory factor in collisions, either by a police officer at the scene or by an individual online or at a police station is limited and underreported due to a lack of evidence. Manual speed surveys on the other hand can be costly and provide only a limited snapshot of the situation.

The City Corporation will investigate the use of more advanced, technological solutions to provide an improved understanding of the risk posed by excess speed. Examples include the opportunity to engage with vehicle manufacturers or digital navigation companies to source their insight on average vehicle speeds.

Safe Streets

The City Corporation and TfL as the highway authorities for the City's street network have the opportunity to re-design and re-engineer streets to reduce risk and prevent harm.

The focus of action will be at those locations that present the greatest risk and where people walking, cycling and riding powered two wheelers are most vulnerable, namely junctions. Almost 4 in 5 of all casualties in the City happen at a junction location, where turning movements and street users crossing each other's paths leads to greater road danger.

PHOTO:

Generic – People walking and cycling on City street

T-junctions present particular risk, with over half of all fatal and serious injuries occurring at these locations. In terms of the contributory factors to fatal and serious collisions as recorded by the City Police; 'Failed to Look Properly', 'Careless/Reckless/In a Hurry' and 'Failed to Judge Other Person's Path or Speed' are the most common. However, it should be noted that these are recorded after the collision, either by a police officer at the scene or by a member of the public online or over the counter at a police station, often without detailed knowledge of the circumstances of the collision.

Develop and apply design principles for engineering schemes, oriented around the City of London street hierarchy

ACTION 6:

The City of London Corporation will work with TfL to apply design principles and practices that minimise the risk to the most vulnerable users of the City's streets. The prioritisation process for future schemes will incorporate casualty prevention.

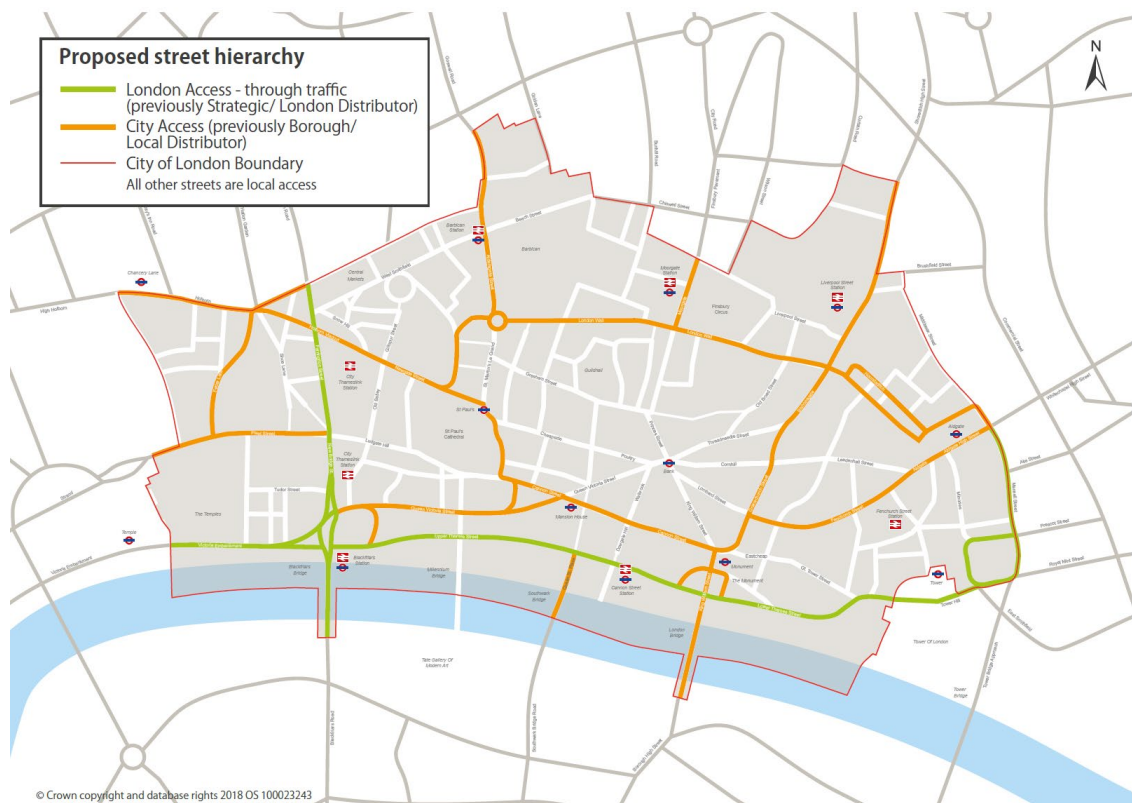
The hierarchy of measures shown on page 19 helps provide a framework for the approach to be taken throughout the delivery of this plan. Consistent with this, a framework of design principles will help support a common approach and ideology for the delivery of street improvement schemes.

Aligned with the hierarchy of controls, the reduction of risk on the City's streets can be achieved through restricting the volume of motor vehicles that pose the greatest risk (see page 17). This approach has been successfully demonstrated at Bank junction, which saw a 67 per cent reduction in fatal and serious injuries (2018-20 compared to 2014-16) through reducing motor vehicle traffic and simplifying traffic movements.

This approach of reducing exposure to risk through reducing the presence of motor vehicles, minimising the potential for conflict in time and space and prioritising the movement of people walking and cycling will be the hallmarks of the City of London Vision Zero design audit. This will be applied to all engineering schemes, to ensure that guidance and best practice have been applied (action 6.1).

Different streets in the City play different roles in terms of facilitating the movement of motor traffic through and within the Square Mile. This is defined by the street hierarchy set out in the Transport Strategy. The hierarchy is made up of three types of street:

- **London Access streets** – preferred streets for motor vehicles that do not have a destination in, or immediately adjacent to, the Square Mile
- **City Access streets** – preferred streets for motor vehicles that are travelling around the Square Mile or to immediately adjacent destinations
- **Local Access streets** – primarily used for the first or final part of a journey, providing access for vehicles to properties



The safe streets design principles will vary from street to street, and the City of London Street hierarchy (see figure above) will act as a framework for the development of a toolkit of measures.

PHOTO:

Image of major City junction e.g. Bank, St Pauls etc

The value of schemes that prevent people from being killed and seriously injured is often overlooked and underreported. ***The City Corporation will ensure that the successes of casualty reduction schemes are shared in future, and also that the anticipated reduction in casualties and road danger, leading to other ancillary benefits, are incorporated into the prioritisation process (action 6.2).***

TfL will be closely involved in the development of the design principles and audit and will be encouraged to apply them to schemes in the Square Mile on the TLRN. ***Alongside these design principles and audit, existing and planned best practice guidance such as the London Cycling Design Standards, Motorcycle Design Guide and Planning for Walking Toolkit will all be used and applied where appropriate in future scheme development (action 6.3).***

A focus on improving junctions in the City of London, where road danger is most acute

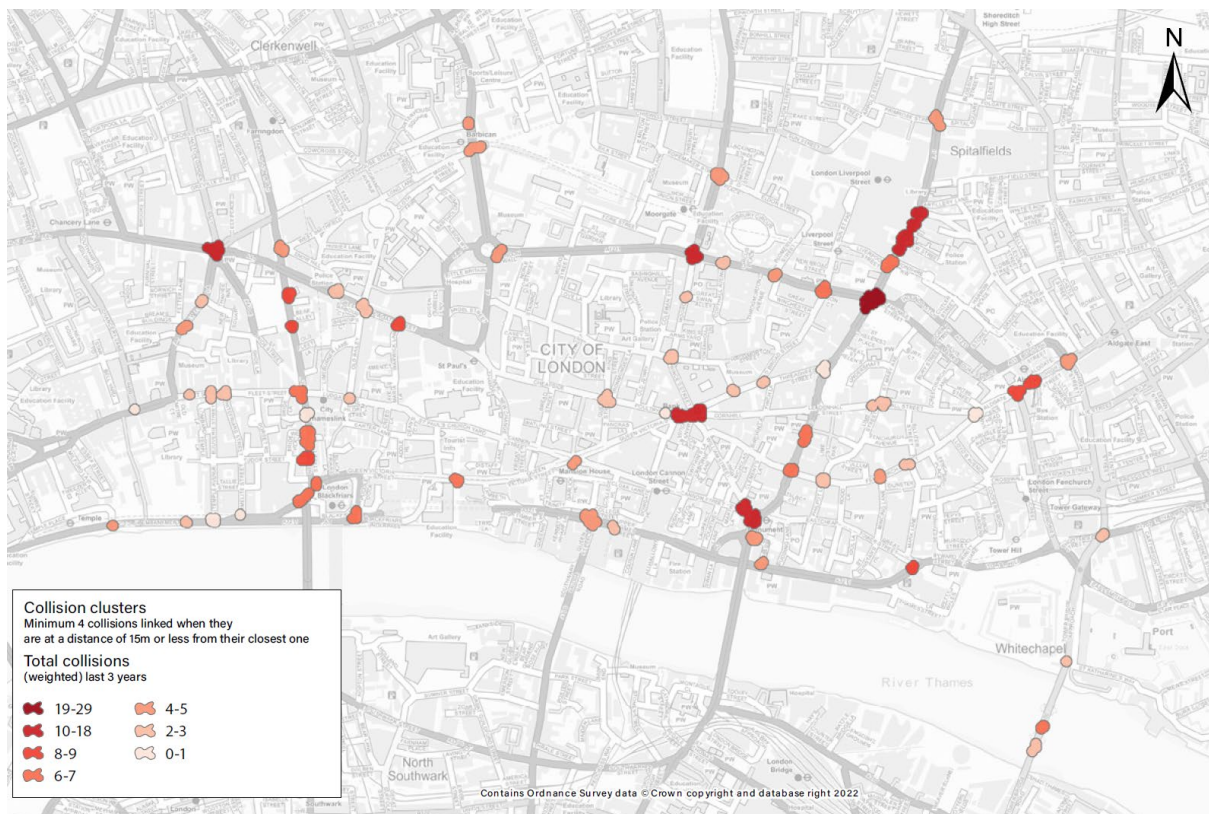
ACTION 7:

A programme of junction improvement schemes will be scoped, designed and delivered to reduce danger and the fear of danger at priority locations.

As shown by the collision and casualty data above, Vision Zero will only be achieved in the City through delivering a prioritised programme to re-design and de-risk the junction locations where the risk of serious collisions is the greatest (action 7.1).

The City Corporation has recently developed and applied a new, more sophisticated approach to the identification and prioritisation of junctions identified for remedial action. The approach is based upon analysis of serious injury clusters in the City, with individual road user ‘conflicting pairs’ ranked and prioritised by potential for treatment and risk reduction and so value for money. The process will continue to also be applied to the TLRN, in order that the City Corporation can work with TfL to highlight the problem locations on their network of streets, including Monument junction.

The following map shows the locations on the City street network ranked by fatal and serious casualty numbers over the last five years.



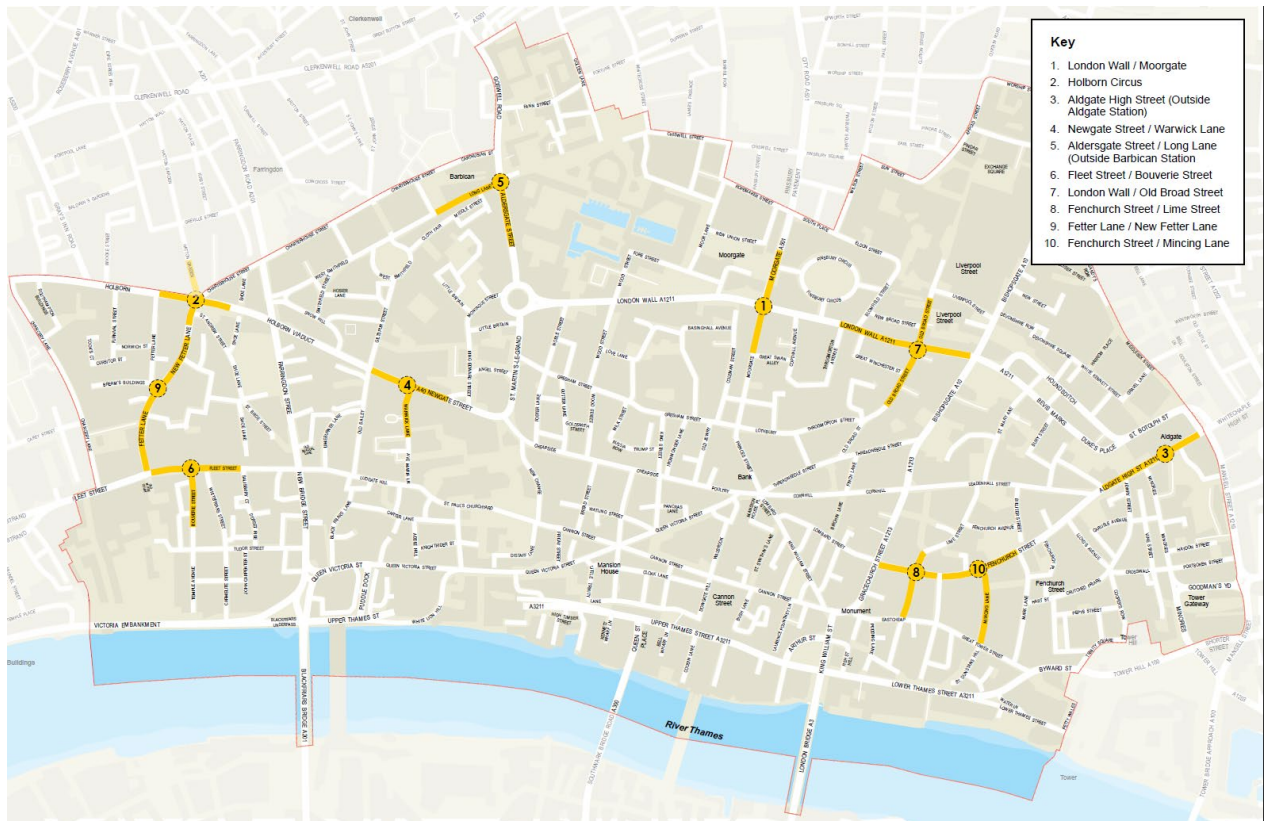
Three of the top four locations are on the TLRN (Bishopsgate outside Liverpool Street Station, Bishopsgate / Wormwood Street, King William Street / Cannon Street), plus Bank Junction on the City Corporation’s street network.

Removing TLRN junctions from the analysis, along with locations with recently completed schemes or committed future ones, produces a list of remaining junctions that can be ranked by fatal and serious casualty numbers¹³. This ranked list is as follows:

1. London Wall / Moorgate
2. Holborn Circus
3. Aldgate High Street (Outside Aldgate Station)

¹³ Schemes delivered since 2017 were discounted from the analysis, along with ones that have funding committed for delivery within the next 5 years

4. Newgate Street / Warwick Lane
5. Aldersgate Street / Long Lane (Outside Barbican Station)
6. Fleet Street / Bouverie Street
7. London Wall / Old Broad Street
8. Fenchurch Street / Lime Street
9. Fetter Lane / New Fetter Lane
10. Fenchurch Street / Mincing Lane



The locations above are in addition to already planned and committed schemes, as part of the City Corporation's major and minor schemes programmes, including:

- Bank Junction and surrounding streets
- St Paul's gyratory removal
- St Mary Axe and Leadenhall Street Traffic access restrictions, and
- Pedestrian Priority Programme locations (see 'Spotlight On' section below)

The City Corporation commits to developing proposals for these prioritised junction locations within the lifetime of this plan to 2028. The number of junction location schemes that will be progressed to delivery within the lifetime if this plan is yet to be determined and will be dependent on the availability of City Corporation or TfL funding.

Communications and marketing following scheme completion will aim to improve perceptions of safety and encourage more people to walk and cycle.

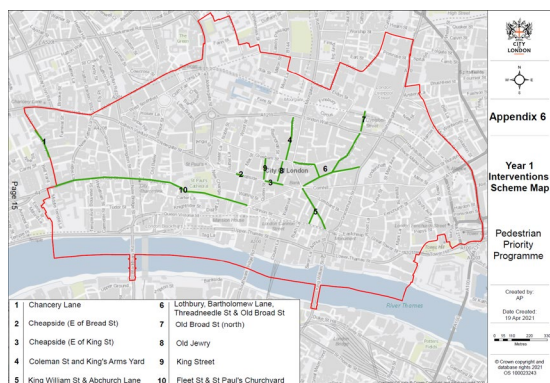
SPOTLIGHT ON: – Pedestrian Priority Programme

The City of London Corporation is delivering a Pedestrian Priority Programme to enhance comfort, safety and accessibility for people walking in the Square Mile. Over the three-year period from 2021 to 2024, the programme will (subject to final approvals) deliver a number of pedestrian priority and pavement widening schemes.



The type of measures needed on each street to give more priority to people walking will vary depending on the type of street and level of change needed but could include:

- Pavement widening and carriageway narrowing
- Timed access restrictions for vehicles
- Bus and cycle gates/restriction of general traffic
- Changes to the street layout



The recently developed Vision Zero Collision Data dashboard will be used on an ongoing basis to provide insight into the conflicts and issues pertinent to each junction location, including consideration of appropriate desire lines for people walking.

The process of priority junction identification will be refreshed on an annual basis, to ensure problem locations are understood and that the profile of road risk has not significantly changed (action 7.2).

Deliver specific infrastructure improvements that reduce risk to people walking, cycling and riding motorcycles in line with the insight derived from casualty data

ACTION 8:

Deliver a range of engineering initiatives that reduce risk to the most vulnerable users of the City's streets –those walking, cycling and riding motorcycles – through enhanced engagement with the groups that represent them.

Alongside the initiatives outlined above, the dominance of people walking, riding cycles and powered two wheelers in the casualty numbers requires that the street network be upgraded to reduce the risk to these modes of transport. For each of these modes, there are specific interventions that will help to reduce danger, and the fear of danger.

To help reduce risk to people on foot, the City Corporation will:

- ***Work with TfL to identify potential locations for the introduction of green person authority signalised crossings to prioritise movement of people walking***
- ***Raising the carriageway to pavement level at side streets to prioritise people walking, improve accessibility and reduce speeds***
- ***Work with TfL to minimise waiting times and maximise crossing times at signalised pedestrian crossings***
- ***Review pavement and pedestrian island widths at locations with high footfall***
- ***Commission research to better understand conflict between people walking and cycling, to help identify design engineering and behavioural solutions that reduce injury***
- ***Further enhance pedestrian priority on 'Local Access' streets ([action 8.1](#)).***

PHOTO:
People walking in the City

To reduce road danger for people riding cycles, the City Corporation and partners will:

- **Use the City's Vision Zero Collision Data dashboard to help inform the network of future cycle infrastructure improvements**
- **Review collision conflicts in the context of parking and loading bays to ascertain whether risk for people riding cycles or powered two wheelers is higher where parking and loading is present**
- **Work with TfL to identify signal timing improvements that will reduce risk at junction locations and improve convenience for people walking and cycling**
- **Use third party data (e.g. Strava) to identify high cyclist flow routes and consider further segregation / improvements for these routes, particularly where collision clusters exist ([action 8.2](#))**

To reduce road danger for people riding motorcycles, the City Corporation and partners will:

- **Use the City's Vision Zero Collision Data dashboard to identify and prioritise powered two wheeler collision clusters**
- **Infrastructure schemes in the City will take into account best practice design and engineering principles to reduce risk to powered two wheelers, through road safety audits and TfL's Motorcycle Safety Review Tool, which the City Corporation will help develop and subsequently apply ([action 8.3](#)).**

The City Corporation will continue to engage with groups representing different street users when designing new schemes to understand their particular concerns and ensure that they're addressed.

PHOTO:

Motorcyclists in the City e.g. at stop lines (not in the ASL)

Other opportunities to reduce risk on the City's streets

ACTION 9:

Enhance the delivery of road danger reduction engineering initiatives through effective monitoring and reporting, whilst seeking additional funding opportunities and future proofing the network.

The City Corporation will continue to seek additional funding to maximise the scale and pace of infrastructure delivery and offset any potential implications of reduced Local Implementation Plan (LIP) funding on the delivery of improvements that are additional to major projects.

The City Corporation will seek new funding sources and opportunities for road safety research and/or schemes, e.g. for research through Small and Themed grants from the Road Safety Trust or other grant making trusts (action 9.1).

The City Corporation will ensure that safety and the reduction of road risk is made central to all infrastructure delivery, including major schemes, minor schemes, Healthy Streets programmes and Section 278 agreements (action 9.2).

The planning process will be used to ensure that, where appropriate, new developments contribute to providing safer streets by securing highway works to mitigate the impact of the development and to reduce road risk (action 9.3).

The City Corporation can only act to deliver improvements to reduce danger if it is aware of the opportunities. ***The people using the City's streets are those that know them best and the City Corporation will investigate ways to enhance and advertise the process of reporting road defects or locations of concern e.g. working with partners such as fixmystreet.com and/or TfL's ReportIt tool. The City Corporation will clearly label completed works and provide statistics on***

repair times whilst promoting the City's highway reporting website (e.g. QR codes on street furniture and local magazines/blogs CityView & CityResident) (action 9.4).

The City Corporation can only learn from the delivery of engineering schemes if it effectively monitors their implementation and applies the learnings. ***In future, the City Corporation will make better use of TfL's Traffic Accident Diary System (TADS) collision monitoring system to monitor new schemes for collisions to identify and fix any teething problems quickly and build a best practice portfolio of successful scheme design (action 9.5).***

Lastly, the City Corporation will work with TfL and relevant industry partners to identify advancements in infrastructure technology and consider how they should be integrated into the network in future, e.g. interactive signage or 'connected infrastructure' with the ability to interact with vehicle movements (action 9.6).

Safe Vehicles

Delivering Vision Zero in the Square Mile means the City Corporation and its partners must use all avenues available to them to reduce risk in the 'system', and this includes the vehicles that travel on the streets.

As the hierarchy of measures on page 24 shows, the most effective control to reduce vehicle risk, is through reducing the number of motor vehicles. This reduction in vehicle movements is consistent with Proposal 11 in the Transport Strategy, which commits to taking a 'proactive approach to reducing motor traffic'. It helps to reduce the dominance of vehicular traffic in the City, supports the Climate Action Strategy and efforts to improve air quality and improves perceptions of safety, encouraging people to walk and cycle more.

The chart on page 17 shows the vehicles that pose the greatest risk relative to their share of traffic on the City's streets, and it is these that should be the focus of the Corporation's effort to reduce danger. However, the City Corporation's influence on the vehicles' design, standards and operation varies, and it is imperative that the City Corporation collaborates effectively with its partners to seek influence over those vehicles that they own, procure or operate. In some cases, and consistent with principle 4 of the Safe System approach (see page 21), where the degree of influence on the vehicle itself is limited, then a greater focus will be applied to improving driving and riding standards, or street design that reduces the risk they pose.

Reduce the number of motor vehicle trips on the City's streets

ACTION 10:

Reduce, re-time, re-route and re-mode vehicle trips to prevent the risk that motor vehicles pose on the City's streets.

Each day on the City's streets, there are thousands of trips made by vehicles that are either not essential or could be made by other more active, healthy, zero carbon and lower risk modes. The City Corporation will continue its efforts to reduce the number of motorised goods vehicles that make delivery or servicing trips in the City.

The Transport Strategy aims to reduce general motor traffic by 25 per cent and motorised freight trips by 15 per cent by 2030, and this Vision Zero plan underlines the importance of that activity. The City Corporation remains ready to work with the Mayor and TfL to explore a proactive approach to reducing all forms of motor traffic on London's streets (including through next generation road user charging).

In addition to the proposals in the City Corporation's Transport Strategy to reduce, re-time, re-route and re-mode vehicle trips in the Square Mile, the City Corporation will work with the Business Improvement Districts to trial collective delivery areas, where deliveries and servicing activities are consolidated into as few operators as possible, with this prioritised in higher collision areas (action 10.1).

PHOTO:
Cargo bike in the City

Reducing the remaining risk posed by vehicles that continue to travel and operate on the City's streets

ACTION 11:

The City Corporation and partners will take a risk-based approach to improving the design, maintenance and operation of vehicles that continue to travel on the City's streets.

There will continue to be many vehicle trips in the City that cannot be avoided, switched to other modes, rerouted or retimed, and the City Corporation and its partners will seek to reduce the risk that these vehicles pose.

The City Corporation will continue to engage with and support TfL in the delivery of its **Bus Safety** Programme and Bus Safety Standard. Challenges with the timings of bus route retendering and supply mean that it will be challenging for TfL to prioritise routes through the City for incorporation of advanced safety features. ***However, the City Corporation will continue to engage with TfL to provide insight, data and advice on the approach to reduce the risk posed by London buses on the City's streets (action 11.1).***

Equally, TfL as the **taxi and private hire vehicle** regulator is limited in its degree of influence over the vehicles themselves. ***However, the City Corporation will encourage TfL to identify all opportunities to improve safety, both in the design specification for future London black cabs and in its influence over private hire vehicle operators (action 11.2)***

The City Corporation will also seek opportunities to engage with coach operators to encourage them to incorporate retrofit advanced safety technologies such as intelligent speed assistance (ISA), driver monitoring and alcohol locks (action 11.3).

London has led the way in reducing the risk that **goods vehicles** pose through initiatives such as the Direct Vision Standard (DVS), Construction Logistics and Community Safety (CLOCS) and the Fleet Operator Recognition Scheme (FORS). In turn, the City of London has led the field in applying these accreditation schemes and design standard requirements. ***The City Corporation will continue to seek the highest standards through the use of the innovative CityMark initiative, which encourages construction sites to take a more holistic view of safety beyond the hoardings and to prioritise the reduction of risk to other road users (action 11.4).***

The Active City Network and development Construction Logistics Plans (CLPs) will be used as methods to incorporate the CityMark accreditation and enhanced safety standards as far as possible.

SPOTLIGHT ON: City Mark

City Mark aims to influence the level of work-related road safety (WRRS) compliance on construction sites in the City of London, helping reduce risks for people walking, and those riding cycles and motorcycles.



City Mark is an initiative that builds on existing schemes and best practices, namely the Fleet Operator Recognition Scheme (FORS) and Construction Logistics and Community Safety (CLOCS) scheme and acknowledges developments that operate at the highest WRRS compliance levels. In the City of London, one of the biggest road risks comes from construction and supply chain vehicles that support over 60 active developments. City Mark aims to work with clients, developers, and haulage and transport companies involved in these developments to understand and recognise the WRRS initiatives they have implemented.

City Mark has been added to the existing Considerate Constructors Scheme (CCS) to recognise developments and sites that operate to the CLOCS and FORS work related road safety (WRRS) standards and accreditations.

Considerate Constructors Scheme organise an award and City Mark organises awards events to reward and recognises developments and sites that are exemplars at implementing CLOCS and FORS throughout their supply chains and can demonstrate best practices in compliance assurance. previous winners include Citygrove and Skanska at 60 London Wall (Client/Principal Contractor Award) and Knight Harwood at 60 Moorgate (Contractor Logistics Award).

Figure 10 on page 17 clearly shows that of all vehicles on the City's streets, **powered two wheelers** pose the greatest risk of all. ***Whilst the City Corporation's influence over design of privately owned powered two wheelers is limited, through collaboration with TfL and neighbouring, boroughs restaurant, grocery and professional courier services, which represent a significant proportion of trips, will be encouraged to use non-motorised forms of transport, including foot and cycle where possible (action 11.5).***

Where powered two wheelers continue to be used, design recommendations will be agreed with them to ensure the vehicles that they use pose the least risk to others (action 11.6).

The City Corporation will collaborate with partners to improve vehicle standards and maintenance and seek to support the development of a motorcycle fleet accreditation standard (action 11.7).

Although the contribution of **cycle** maintenance and design to collision causation is limited, there are examples where dangerous and unlawful practice has led to tragic outcomes. ***The City Corporation and City Police will continue to prompt and encourage good cycle maintenance and standards through on-street engagement, awareness raising events and engagement with the business community (action 11.8).***

PHOTO:

City Police bike marking event

Aside from the vehicle specific actions set out above, the City Corporation will also seek to harness and promote the use of new and emerging safety technologies in the space of vehicle design. ***The Corporation will work with partners to:***

- ***investigate and potentially trial new safety technologies, such as driver distraction monitoring and retrofit Advanced Driver Assistance Systems (ADAS). Collaboration with other partners including TfL will be vital in future-proofing the street network.***

- **ensure that the City Corporation has a voice in steering thought-leadership and research on the topics of connected and autonomous vehicles (CAVs) adaptation (including ensuring access to post-crash vehicle data), data collection through CCTV, and technology and mapping company engagement and data sharing.**
- **seek to influence future legislation on e-scooters, and other micromobility and emerging transport technologies, to ensure that measures to encourage safe use are incorporated (action 11.9).**

Intensify enforcement against those vehicles that fail to meet minimum standards of safety

ACTION 12:

Whilst welcoming innovation and future technology, the City Police and partners will continue to educate, engage and enforce against users of the City streets that drive or ride vehicles that put themselves and others at risk.

Despite the City Corporation and partners' best efforts to raise standards of vehicle safety, there will continue to be individuals that drive or ride motor vehicles, cycles or micromobility devices that pose significant risk to others. The City Police will provide an essential enforcement role to take action against these individuals.

The City Police will continue to inspect hundreds of vehicles each year, with the City Police Commercial Vehicles Unit continuing to support the London Freight Enforcement Partnership (LFEP), alongside Transport for London, the Metropolitan Police Service and the Driver and Vehicle Standards Agency (action 12.1).

PHOTO:

E scooter riders

With the advent and adoption of new and innovative vehicle types, such as e-scooters and other forms of micro-mobility, the Police will have a key role to play in ensuring compliance with the laws of the road.

E-scooters that are not part of the London trial, and other devices e.g. hoverboards and e-unicycles remain illegal on streets and footways across the City, and the City Police will engage, educate and potentially seize the devices belonging to individuals that break this law (action 12.2).

The same rule will apply for people that have adapted their cycles or ride ones that fail to comply with legal requirements and put themselves and other users of the City's streets at risk (action 12.3).

The City Police will adapt their enforcement approach with further developments in micro-mobility, ensuring future legislation on their use is consistently applied, with users of illegal models apprehended and the vehicle potentially seized (action 12.3).

The City Corporation leading by example, with its own fleet and procurement practices setting the standard for vehicle safety

ACTION 13:

Raise vehicle safety standards through the City Corporation setting the benchmark through its own fleet, whilst using procurement processes, supply chain and influence on other businesses to further extend the benefits.

PHOTO:

Van or truck in the City

The City of London has led the way in London by adopting the strictest standards in vehicle features and design, both for its own fleet and vehicles in its supply chain. The City Corporation will continue this focus by further raising standards in its vehicle fleet

and creating a platform to share good practice and encourage partners and City businesses to do the same.

New vehicle technologies will continue to be harnessed, with the City Corporation raising safety standards in its fleet specification for new vehicles (including smaller low/zero-emission vehicles where possible), whilst identifying opportunities to retrofit technologies into the existing fleet.

The Corporation will introduce retrofit intelligent speed assistance (ISA) where appropriate into its own fleet, and will share the cost, environment and safety benefits with other partners (e.g. suppliers, contractors, and business community) across the City (action 13.1).

The incorporation of telematics will also help the Corporation to monitor and address any instances of driving behaviour, such as speeding, harsh acceleration and braking, that falls below the standard expected of its employees and workers¹⁴ (action 13.2).

The City Corporation will investigate options for gamification / incentivisation of safe behaviours (rewards) and dependent on the results, potentially expand to other partners (action 13.3).

The City Corporation will continue to use its power and influence across its broader supply chain to raise standards in more and more vehicles, including the potential to match our own fleet standards, such as with a minimum star rating in the Euro NCAP Commercial Van ratings (action 13.4).

Many of the City Corporation's suppliers will already have telematics capability where they have a vehicle component to a contract. ***However, as part of the procurement process in future, the City Corporation will encourage longer term and larger contract suppliers to incorporate telematics, and demonstrate that they monitor, investigate and act upon instances of poor driving behaviour by their workers (action 13.5).***

¹⁴ Vehicle telematics is a method of monitoring vehicles through the use of GPS and on board diagnostics to record and report on data including; location, speed, trip distance/time, idling time, harsh braking & acceleration and fuel consumption.

Safe Behaviours

The behaviour of those that use the City's streets is too often the failure point that can lead to a fatal or serious collision. The system needs to accommodate human errors to ensure a death or serious injury does not result, but nonetheless dangerous, inconsiderate, and illegal behaviour will be tackled through training, enforcement, communications and other behavioural interventions. The engagement and enforcement activity set out in this chapter are additional to the actions included in other sections, including Safe Speeds.

Apply a hierarchy of road users and interventions, with a focus on improving the behaviour of those that present the greatest harm

ACTION 14:

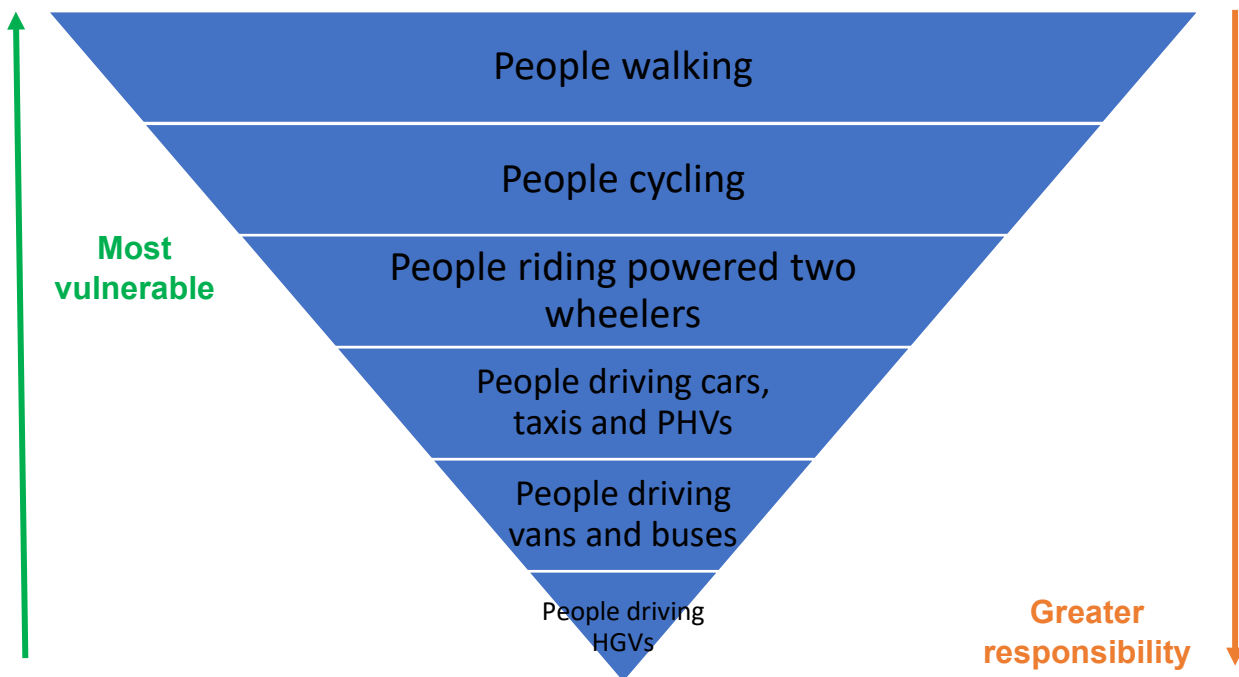
Deliver behaviour change and training interventions, with a focus on improving the riding and driving behaviour of those that pose the greatest risk

The City of London has long adopted a road danger reduction approach, which translates into a hierarchy of responsibility, akin to that incorporated in the revised Highway Code 2022. Those users of the City's streets that drive or ride larger, heavier, motorised vehicles, are driving or riding for a living, or are able-bodied, have a greater responsibility to prevent harm to those that are disabled, are walking, riding cycles or motor vehicles that are less large than their own.

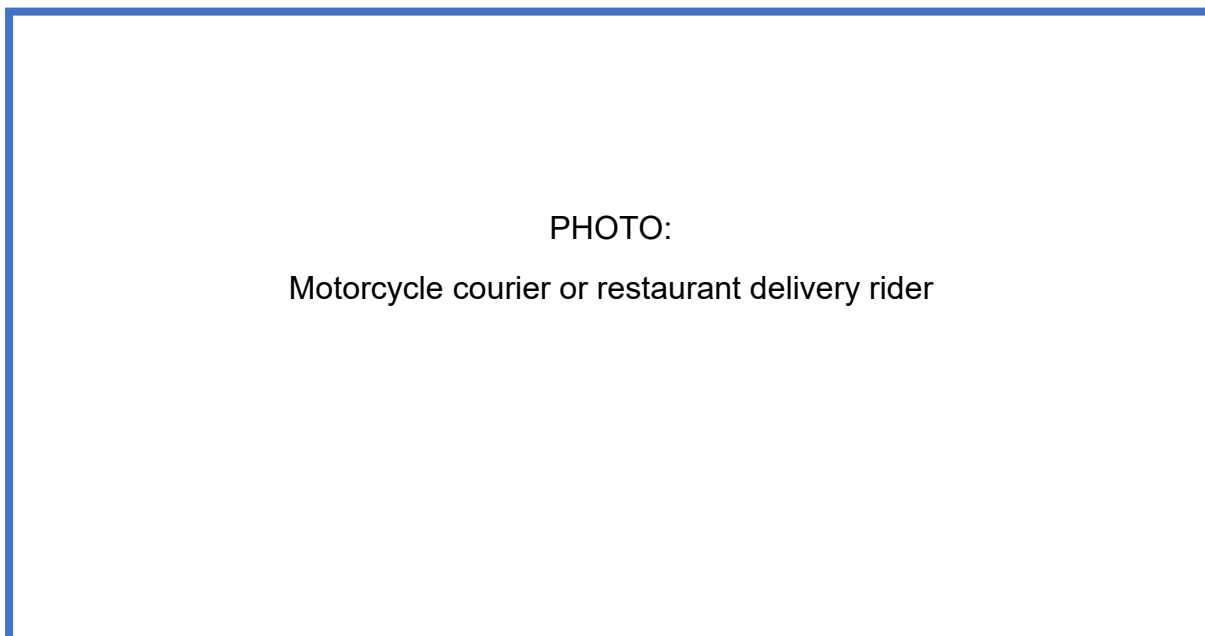
TfL's Vision Zero action plan explains that police Stats19 data from across London shows that 93 per cent of all factors contributing to collisions in London are related to a limited number of behaviours:

- inappropriate speeds,
- risky manoeuvres,
- distraction,
- drink/drug driving, and
- vehicle and driver/rider non compliance.

The same five sources of road risk above are present in the vast majority of fatal and serious collisions that occur in the City, and the Corporation and its partners will focus on challenging these to reduce road danger.



The City's casualty data shows that the majority of fatal and serious collisions result from the involvement of vehicles ridden or driven by professional drivers e.g. drivers and riders of courier / delivery motorcycles, light or heavy goods vehicles, buses and taxis and private hire vehicles. The focus of action will be on using the channels and levers under the control of the City Corporation and partners to influence and improve the driving and riding behaviour of these street users.



Professional courier drivers and delivery riders of powered two wheelers and cycles will continue to be targeted to improve their driving and riding behaviour in the City. The Corporation and its partners' own supply chain and procurement practices

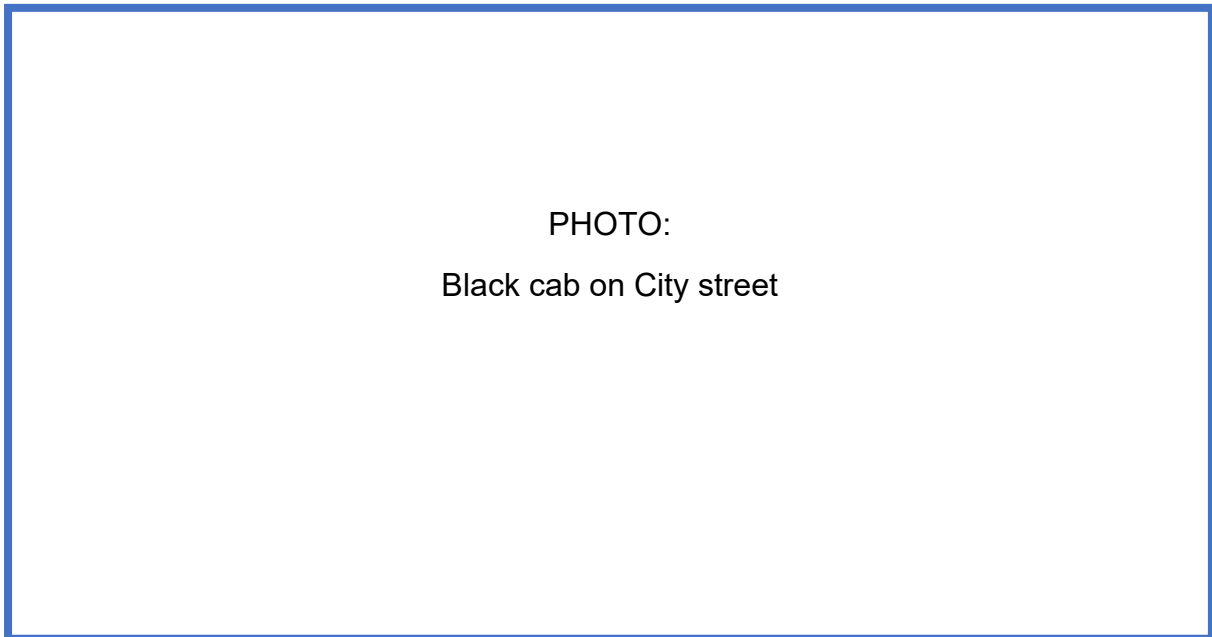
will seek to raise the standard in use of the City's streets, setting an example for others to follow.

The Corporation requires FORS Bronze or Silver accreditation for suppliers, dependent on the length and value of contract. ***These standards will continue, and the Corporation will investigate the potential to strengthen the FORS requirements, including a condition that drivers have Safer Urban Driving training or on-cycle / immersive training (action 14.1).***

These standards will ensure the Corporation continues to lead by example, and neighbouring authorities will be encouraged to apply similar standards to their own fleet and supply chains.

The City Corporation will collaborate with TfL and other authorities to help inform national standards, including the design (and database) of Compulsory Basic Training for new and novice powered two-wheeler riders, compulsory requirement for Safer Urban Driving in Driver Certificate of Professional Competence (CPC) etc (action 14.2).

The Corporation will engage with TfL to inform and apply their courier and professional powered two-wheeler engagement in the City and help develop an industry standard for rider training and safe riding practices (action 14.3).

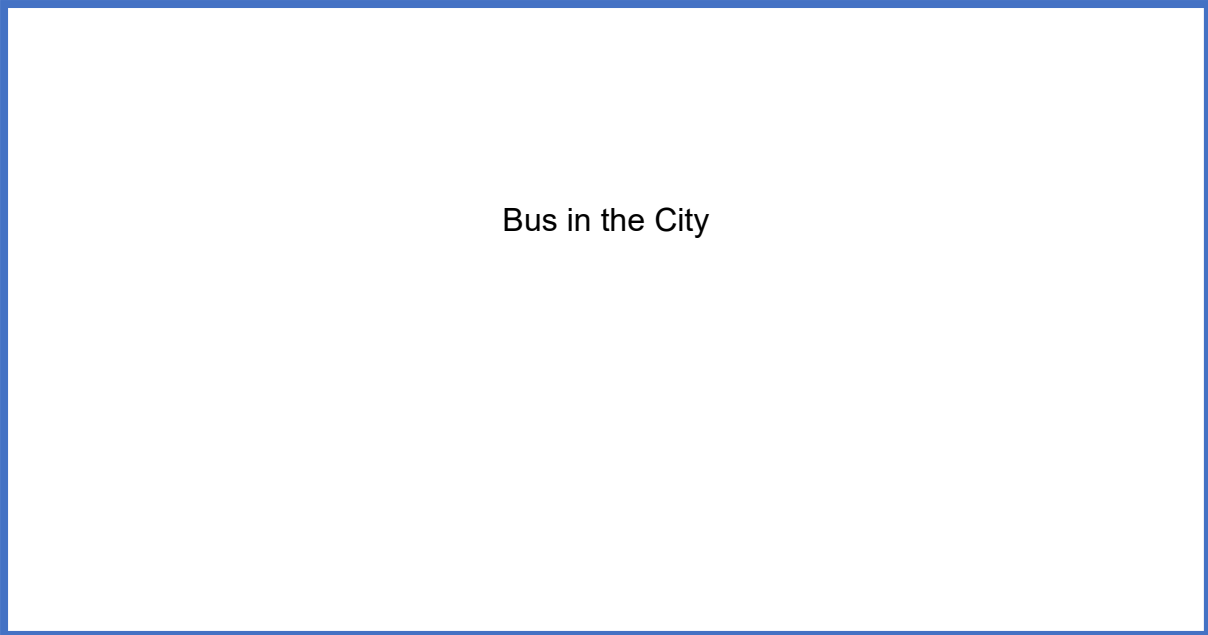


With so many **taxi and private hire vehicles** in the City, the professional drivers of these vehicles bear significant responsibility to keep the streets safe. ***TfL's Taxi and Private Hire team, as the licencing authority and regulator of these drivers have the duty to apply standards to reduce risk, and the Corporation will work with TfL to encourage them to strengthen safety requirements where possible, e.g.***

driver safety training, police incident reporting, Disclosure and Barring Service (DBS) check frequency etc¹⁵ (action 14.4).

Distraction of taxi and private-hire drivers, particularly through app-based operation is a particular risk to themselves, their passengers and all other road users, and the Corporation will encourage TfL to investigate options to reduce this risk (action 14.5).

TfL has a well-established and advanced **bus safety** programme, including bus driver training, with a hazard awareness theme. **However, the Corporation and partners will support TfL with insight, data and expertise to advise on initiatives relevant to the City (action 14.6).**



Bus in the City

Actions to raise the standard of non-professional drivers and riders will also be pursued and the City Corporation and City Police will support and amplify the campaigns, communications and behaviour change activity of TfL, the DfT and other agencies, for example campaigns to promote awareness of the Highway Code changes (action 14.7).

Enhanced engagement through the Active City Network (ACN), business improvement districts (BIDs) and other business channels will support and amplify messaging to commuter powered two wheeler riders, to promote safe, considerate and risk aware riding (action 14.8).

E-scooters (other than the existing rental trials) are likely to soon be legally permitted to use the City's streets, as the DfT has communicated its intent to legalise them. However, e-scooters and other electric vehicles ridden at speed (e.g. e-bikes) remain

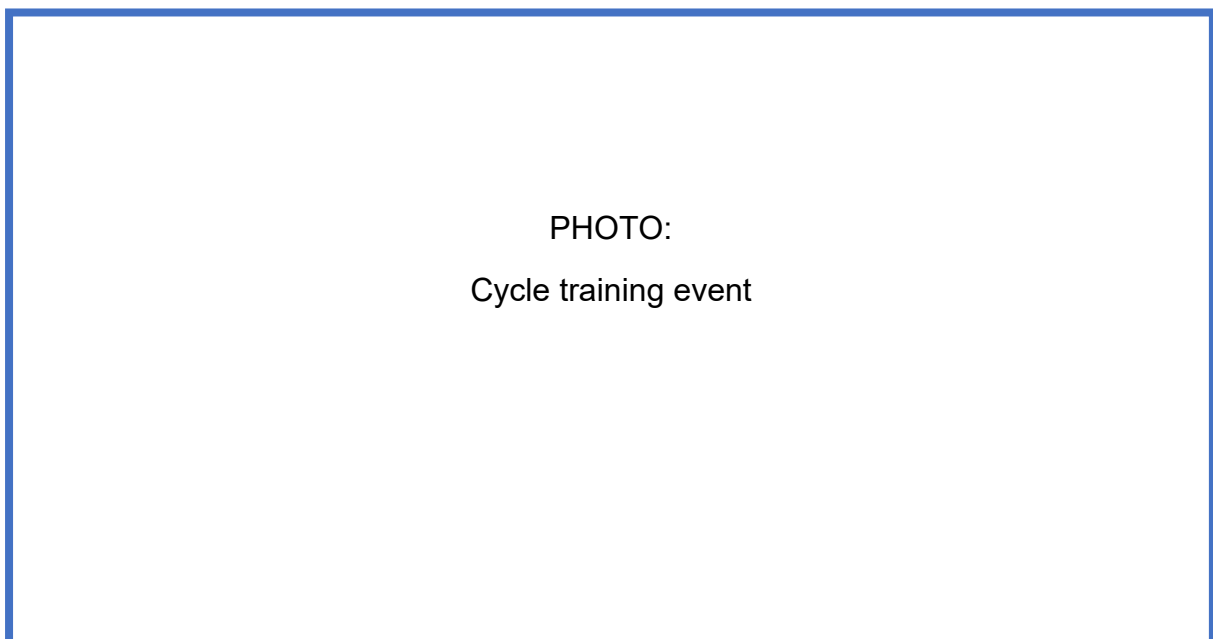
¹⁵ A Disclosure and Barring Service check provides details of convictions and conditional cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act (ROA) 1974, along with non-conviction information supplied by relevant police forces where an enhanced check is undertaken.

a significant risk when used on the footway, and blind and partially sighted people are exposed to heightened risk due to their silent operation.

Training opportunities will be promoted to e-scooter users to ensure that they ride in a way that minimises risk to people walking, along with all users of the streets (action 14.9).

Lastly, whilst people **cycling** pose relatively low risk to other street users, due to their number they are involved in around 14 per cent of all fatal and serious injuries in the Square Mile.

Cycling training will be promoted through business and resident channels so that people cycling know to ride calmly and in a way that anticipates the behaviour of other people walking, cycling and riding or driving motor vehicles (action 14.10).



Further research on the patterns and origins of conflict between people walking and cycling will help to understand and inform initiatives to help prevent further injuries from occurring (action 14.11).

Deliver high-visibility, intelligence-led enforcement and roads policing to reduce risk from dangerous and illegal road users

ACTION 15:

The City Police Roads Policing Unit will continue to take an intelligence led and highly-visible approach to tackling unsafe and illegal behaviour on the City's streets.

The City of London police will continue to adopt a road danger reduction focused policing approach, using engagement, deterrence and enforcement to raise standards of riding and driving in the Square Mile.

Using intelligence and evidence from casualty data and other sources, the City Police will continue to deliver targeted enforcement of dangerous and reckless driving and riding, including using unmarked police vehicles (action 15.1).

Specific locations and times for bursts of high visibility enforcement will be informed by insight from the City's Vision Zero Collision Data Dashboard (action 15.2).

Adopting a proportionate approach to offences in the City, the City Police will continue their enforcement and engagement activity, to include anti-social and road danger offences e.g. cyclist close pass, careless and dangerous driving, riding cycles on the pavement and not obeying traffic signals, to tackle instances of riding and driving that present danger and negatively impact perceived safety (action 15.3).

The City Corporation and City Police will investigate the wider accreditation of Highway Authority Staff, using the Community Safety Accreditation Scheme Powers to enable offences relating to anti-social street user behaviour to be enforced more widely.

In order to amplify the deterrent effect and discourage users of the City's streets from behaving recklessly or illegally the City Police and the City Corporation will do more to raise awareness of driving offences and criminal justice outcomes (action 15.4).

Communication and awareness raising of road policing campaigns, along with high-visibility operations will further increase the deterrent in the City.

Roads policing will take a proportionate approach to target particular high risk individuals and behaviours that pose a higher risk to others. However, a proportionate approach will be adopted to align the risk and degree of danger caused with the severity of the engagement or enforcement response, in turn building trust and confidence in the City Police.



The Police will continue to target high-risk riders of powered two wheelers, including those that are uninsured, with enforcement measures, and the criminal justice outcomes will be regularly reported (action 15.5).

Unsafe, reckless and irresponsible cycling in the City, such as red-light jumping will be addressed through officers stopping, engaging and enforcing against those responsible (action 15.6).

The City Police currently engage with people using illegal private e-scooters and other forms of micro-mobility, and occasionally seize vehicles. ***If e-scooters become legalised, the City Police will continue to identify and target dangerous and illegal behaviours, including riding on the pavement (action 15.7).***

The City Corporation will support the enforcement efforts of the City Police through engaging with the public and business community to raise awareness and promote the reporting of unsafe behaviours, including through dashcams, via the police reporting portal.

Vision Zero ambassadors amongst the business community will help to act as exemplars of road danger reduction e.g. raising awareness of the societal imperative to achieve Vision Zero, promoting driver training in their supply chain etc (action 15.8).

The City Corporation and Police will also work together, and with Business Improvement Districts to develop and implement Business Community Roadwatch events (action 15.9).

Business advocates will work with the police to take a hands-on community-led approach to promoting a safe, forgiving street environment through the use of speed detection equipment to gather intelligence on speeding motorists.

Ensure that the road users that are subject to the most danger from others have the knowledge and expertise to help prevent them from coming to harm

ACTION 16:

A range of training, marketing and communications campaigns will help empower, educate and upskill people walking, riding cycles and motorcycles, to help prevent them from being injured on the City's streets.

The City Corporation's road danger reduction approach focusses on reducing the potential harm caused by users of the streets that pose the greatest risk. However, all users of the City's streets have a responsibility for their own safety, as well as that of others, and so the programme includes a focus on education and filling knowledge gaps of those cycling and riding powered two wheelers.

TfL develops a range of road danger marketing and communications campaigns, including in recent years the 'Watch Your Speed' campaign and 'Drivers and Riders, watch out for each other', to encourage lower speeds and awareness of people riding motorcycles. ***To ensure a consistent message, and to avoid additional***

development costs, the City Corporation and Police will support and amplify TfL's campaigns and marketing activity, along with the DfT's Think! campaigns through its own channels (action 16.1).

People riding cycles and motorcycles

Chart 3 and 10 on pages 13 and 17 shows that not only do people riding cycles represent the greatest number of fatal and serious injuries in the City, but they also experience the highest risk. As such, it is imperative that the City Corporation supports new and novice, but also more experienced cyclists with the skills and expertise to cycle safely in the City.

The City Corporation will provide and promote free cycle training for people who live, work and study in the City, working closely with City businesses to offer this training in a convenient and easily accessible way (action 16.2).

Due to the unique challenge of levels of cyclist / pedestrian conflict, the City Corporation will develop a cycling code of practice that will be shared with the business community through the Active City Network, to distribute through cycle user groups - promoting good standard of cycling behaviour (action 16.3).

PHOTO:

People cycling and walking on City street

People riding motorcycles also experience elevated levels of risk in the City, and again, through TfL training courses, they will be provided with the skills and advice on how to ride safely in an urban environment. The 1-2-1 Motorcycle Skills course is a bespoke course aimed at ensuring that riders are aware of how to ride safely on their usual route in the City.

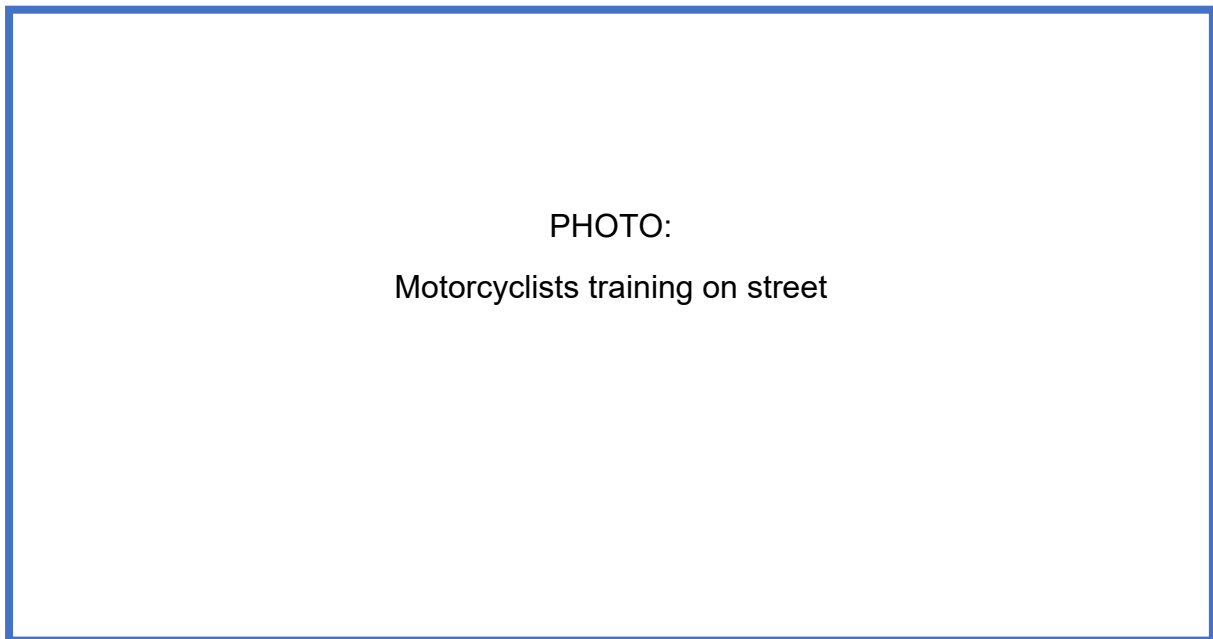
The City Corporation will raise awareness of 1-2-1 Motorcycle Skills training through its communication channels with City businesses (action 16.4).

The Beyond CBT: Skills for Delivery Riders course is aimed specifically at delivery riders and again the Corporation will investigate ways in which to

promote the course to professional riders, including through supply chain and procurement practices (action 16.5).

The City Corporation is of the view that the national one-day Compulsory Basic Training (CBT) course is not fit for purpose and requires updating to ensure novice riders are equipped with the skills to ensure their safety in an urban setting. Over 50 per cent of riders killed or seriously injured in the City over the last five years were riding vehicles with an engine size under 125cc, which can be ridden with a CBT alone.

The City Corporation and partners will support TfL in its efforts to lobby for an improvement and update to the CBT syllabus and ensure it instils the necessary skills and safety awareness for modern urban riders (action 16.6).



Since FORS expanded its remit to motorcycle fleets in 2018, the City Corporation and partners will continue to explore opportunities to promote the uptake of this accreditation as part of procurement contracts (action 16.7).

Lastly, virtual reality (VR) Exchanging Places events that allow people to experience the blind spot from the driver's seat of an HGV will continue to be run in the City to ensure people walking and cycling take care near these large vehicles (action 16.8).

The City Corporation and partners will engage with people walking, cycling or riding motorcycles in the City to understand their concerns and perceptions and then use the findings to tailor the existing training and campaign offer (action 16.9).

Children and schools

Children at schools in the City will have tips on how to avoid road risk incorporated into their learning journey. As long as road danger reduction is not included in the national curriculum, the City Corporation will help ensure that these vital life skills are learnt from the earliest age.

The City Corporation will continue to promote and encourage schools to work towards STARS accreditation (action 16.10).

STARS is TfL's accreditation scheme for London schools and nurseries which inspires young Londoners to travel to school sustainably, actively, responsibly, and safely by championing walking, scooting and cycling.

Post Collision Learning, Analysis and Support

Fatal and serious injury collisions on the City's streets are tragic but largely preventable events, and through treating them as such, the Corporation and Police will learn from them to help prevent their reoccurrence whilst supporting the victims that suffer the consequences. The City of London Police apply an industry leading approach to fatal and serious collision investigation to determine culpability and potential criminality in the event of a crash. However, there is more that the Corporation and Police can do to draw further learnings and ensure that they are applied in the design and operation of the street environment to prevent the reoccurrence of serious collisions.

Investigating and learning from serious collisions

ACTION 17:

The City of London Corporation and City Police will collaborate to improve the investigation of collisions to help inform and develop the approach to reducing road danger and preventing fatal and serious injuries.

The City of London already supports TfL's 'Go Look See' process, which involves formal multi-agency and disciplinary site-visits to the scene of fatal collisions, to determine any short or longer term remedial actions to prevent reoccurrence. **However, the City Corporation and City Police will expand the Go Look See protocol to other serious collisions in the City to extract learnings from the most serious and life-changing events (action 17.1).**

PHOTO:

City Police on street

Any learnings will be shared with TfL and other London boroughs to ensure that the benefit from these collision investigations can be applied outside of the boundaries of the Square Mile.

In addition to post-collision investigations the City Police will undertake a process of exploratory Environmental and Visual Audits (EVAs) (action 17.2). EVAs are officer-led reviews of the street environment to gather intelligence that helps to tailor the approach to roads policing and other road danger reduction interventions. Insight will be shared with partners including the City Corporation and TfL to help inform the delivery of the Vision Zero programme.

Whilst the City of London Police professional collision investigators apply the highest standards in their field, the learnings from their investigations are not routinely used to provide feedback on infrastructure design, behaviour change programmes or vehicle design. Rather, the investigations are oriented towards identifying criminality and supporting in the provision of evidence for criminal proceedings or the coronial process.

As such the City Corporation and City Police will work together to apply new and emerging processes to garner learnings and to identify where causal and systemic factors have combined, resulting in fatal and serious collisions (action 17.3).

In June 2022, the government announced the formation of a Road Safety Investigation Branch (RSIB) to make independent safety recommendations and shape future road safety policy. The RSIB will investigate incidents on the country's roads and provide insight into what needs to change to help save lives. The RSIB will help inform industry protocol, with all opportunities for further exploration applied in the Square Mile.

The City Corporation will identify opportunities to complete further data analysis to better understand risk on the City of London's streets (action 17.4).

Opportunities exist to better understand risk in the City through combining collision and casualty data with other data on road user behaviour, environmental characteristics and vehicle movements.

The City Corporation will seek to develop and apply innovative approaches to develop a measure of risk in the City (action 17.5).

The City Corporation will also contribute and act on the analysis being conducted by TfL into how unequal road danger outcomes manifest among different demographics and communities, and adopt the findings where appropriate in the Square Mile (action 17.6).

Supporting the victims of serious road traffic collisions and reducing injury outcomes

ACTION 18:

Support will be improved for those that suffer the most from the effects of fatal and serious collisions, with emergency service partners prioritised in access to collision sites.

Each year in the City more than 40 individuals are killed or seriously injured. The bereaved families of those that are killed have to deal with the heartbreak from the

loss of a loved one, whilst also dealing with the often complex and confusing arrangements following a death. The level of care and support required for those seriously injured is just as significant, and other people are impacted either directly or indirectly as a result of the collision.

The City Police will ensure that it signposts and refers individuals to the specialist services that exist, to aid and support those bereaved or seriously injured at the most difficult of times (action 18.1).

The City Corporation will also help to ensure that injury outcomes are reduced as much as possible through working with the London Ambulance Service (LAS) and the Police to ensure that medical equipment is readily available and accessible when or where it is needed within the City e.g. defibrillators and trauma bags (action 18.2).

The City Corporation will also engage with LAS teams to explore how the City could improve access for their paramedics i.e. dispatch cars, cycles and motorcycles, HEMS vehicles etc. ***In doing this, the City Corporation will work closely with emergency services when developing traffic restrictions to reduce potential impacts on emergency response times (action 18.3).***

Monitoring, evaluation and data improvements

In order to understand the City Vision Zero partners' progress towards the goal of zero death and serious injury, a robust and proactive monitoring and evaluation framework is required.

Use data and analysis to help build our understanding of the key contributors to road danger

ACTION 19:

Develop further monitoring, evaluation and data improvements, along with greater reporting, to foster a proactive forward-thinking safety culture in the Square Mile.

The Stats 19 collision data collected by the City Police is the principal source of intelligence on road casualties and danger in the City. ***To gather even more insight from this dataset, the City Police will further improve the accuracy of collision reporting, through additional training for officers and awareness raising of the importance of understanding causation factors in preventing future collisions (action 19.1).***

The City Corporation and City Police will also work with TfL, and in turn the DfT, to improve vehicle and casualty categorisation in Stats 19 collision data recording (e.g. taxi separate to private hire vehicles, bus separate to coach, micro-mobility modes etc, as well as individual characteristics including disability and race) (action 19.2).

The relationship between reducing road danger and promoting more walking and cycling trips is well understood. However, it is often individuals' perception of danger that prevents them from travelling actively, and this perception can often differ from the reality of where, where and how road danger materialises. ***For this reason, the Corporation will explore ways to identify how individuals' perception of safety needs to be improved, along with ways to improve it through danger reduction interventions, marketing and communications (action 19.3).***

Developing a proactive approach to road danger reduction

To make Vision Zero a reality, the City Corporation and its partners need to move from a reactive, retrospective approach that responds to issues of road danger as they emerge, to one where safety leadership drives continuous improvement. Key to this is developing a greater understanding of the factors that contribute towards fatal and serious injuries. Through challenging the key causes of collisions and casualties on the City's streets (e.g. speeding, distraction, drink/drug driving and riding etc) the City Corporation and partners will reduce road danger, improve perceptions of safety and prevent fatal and serious crashes.

The approach will move beyond just fatal and serious injury numbers and will establish the development of a suite of outcome-oriented 'lead' performance

indicators, in support of the overarching fatal and serious injury reduction target (action 19.4).

Lastly, the safety culture in the Square Mile must move from one where the City Corporation and City Police are seen as the sole responsible agencies for safety, to one where all of those that use the street have responsibility for their own safety and that of others.

In line with this, the City's Vision Zero partners will promote the reporting of dangerous and illegal road user behaviour, as well as self-reporting of personal injury collisions where the police did not attend (action 19.5).

In turn, the City Police will publish and report available statistics relating to enforcement activity, along with criminal justice outcomes for those that have been found guilty of illegal road user behaviour (action 19.6).

This will help raise awareness of the outcomes from illegal road user behaviour, raise public confidence in the police, and deliver a deterrent effect.

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| | ACTION | COMPLETED BY | LEAD AGENCY | OTHER AGENCIES |
|-----|---|--------------------------|-------------------------|--------------------|
| 1 | Road danger reduction will be made central to the design and delivery of all initiatives, through strengthening and building the Vision Zero safety culture in the Corporation, Police and their partners. | | <i>City Corporation</i> | <i>City Police</i> |
| 1.1 | <p><i>Building and strengthening the culture of safety, Vision Zero will more and more become a central facet of activity, with the reduction of road risk considered a core element of success for all street infrastructure schemes and initiatives</i></p> <p><i>Key elements of the process of strengthening the safety culture will include:</i></p> <ul style="list-style-type: none"> <i>• applying language guidelines for road collisions, e.g. "crash" or "collision" not "accident", and referring to the driver or rider, not the vehicle</i> <i>• participating in London Vision Zero week, Project EDWARD, national road safety week and other similar campaigns,</i> <i>• recognising success in delivering initiatives that support Vision Zero, as well as inviting ideas for innovation and creativity</i> <i>• raising and maintaining ongoing awareness of individual fatal and serious collisions when they occur, along with trends in fatal and serious injury numbers in the City of London</i> | 2023 then ongoing | City Corporation | City Police |

| | ACTION | COMPLETED BY | LEAD AGENCY | OTHER AGENCIES |
|-----|---|----------------------------|--------------------|-----------------------|
| | SAFE SPEEDS | | | |
| 2 | The City of London Corporation will identify locations across the Square Mile where implementing advisory speed limit reductions will help create lower speed environments and reduce road danger. | | City Corporation | City Police |
| 2.1 | The City Corporation will trial the introduction of advisory speed limits below 20mph on streets where slower speeds will help reduce road danger and reinforce priority for people walking | Delivered through projects | City Corporation | |
| 3 | Promote and encourage compliance with appropriate lower speeds through designing the street to be self-enforcing, harnessing on-street technology and in-vehicle intelligent speed assistance and amplifying national and London speed education and awareness campaigns. | | City Corporation | |
| 3.1 | The City Corporation will ensure all its projects that deliver changes to the City's streets create low speed environments that are self-enforcing | Delivered through projects | City Corporation | Transport for London |
| 3.2 | The City Corporation will introduce speed indicator devices at locations with the lowest levels of speed limit compliance and highest risk to prevent serious collisions. | 2024 | City Corporation | City Police |
| 3.3 | The City Corporation will align with TfL's approach and set the standard for driving behaviour by introducing ISA in its own vehicle fleet and promote its use by other fleets that operate in the City, including the fleets of City Corporation partners, suppliers and service providers | 2023 | City Corporation | |
| 3.4 | The City Corporation will use its own channels, including to the business community, to amplify speed awareness campaigns at a local level. | Ongoing | City Corporation | |
| 4 | The City of London Police will maintain its on-street engagement and speed enforcement activity to focus at locations and times where poor compliance presents the greatest risk. | | City Police | |
| 4.1 | Using high profile, high visibility speed enforcement methods targeted at the locations identified as being highest risk, the City Police will crack down on drivers and riders travelling at unsafe speeds | Ongoing | City Police | |
| 4.2 | The City Police will engage and advise users of the City's streets on how to travel at safe speeds, avoiding risk to others | Ongoing | City Police | City Corporation |
| 4.3 | Engage with TfL's process of reviewing the prioritisation process for installing new safety cameras to advance the importance of camera enforcement in the City. | 2023 | City Police | Transport for London |
| 5 | The City of London Corporation and Police will investigate the use of additional data sources to improve their understanding of the impact of speed and the identification of locations for speed enforcement, communications or engineering solutions. | 2024 then ongoing | City Corporation | City Police |

| | ACTION | COMPLETED BY | LEAD AGENCY | OTHER AGENCIES |
|-----|--|-------------------|------------------|----------------------|
| | SAFE STREETS | | | |
| 6 | The City of London Corporation will work with TfL to apply design principles and practices that minimise the risk to the most vulnerable users of the City's streets. The prioritisation process for future schemes will incorporate casualty prevention | | City Corporation | |
| 6.1 | Develop a City of London Vision Zero design audit that will be applied to all engineering schemes, to ensure that guidance and best practice has been applied. | 2024 | City Corporation | Transport for London |
| 6.2 | Ensure the successes of casualty reduction schemes are shared in future, and also that the anticipated reduction in casualties and road danger, leading to other ancillary benefits, are incorporated into the prioritisation process | 2024 then ongoing | City Corporation | Transport for London |
| 6.3 | Existing and planned best practice guidance such as the London Cycling Design Standards, Motorcycle Design Guide and Planning for Walking Toolkit will all be used and applied where appropriate in future scheme development | Ongoing | City Corporation | Transport for London |
| 7 | A programme of junction improvement schemes will be scoped, designed and delivered to reduce danger and the fear of danger at priority locations. | | City Corporation | |
| 7.1 | Deliver a prioritised programme to re-design and de-risk the junction locations where the risk of serious collisions is the greatest | 2028+ | City Corporation | Transport for London |
| 7.2 | The process of priority junction identification will be refreshed on an annual basis, to ensure problem locations are understood and that the profile of road risk has not significantly changed | 2023 then ongoing | City Corporation | Transport for London |
| 8 | Deliver a range of engineering initiatives that reduce risk to the most vulnerable users of the City's streets – those walking, cycling and riding powered two wheelers – through enhanced engagement with the groups that represent them. | | City Corporation | |
| 8.1 | <ul style="list-style-type: none"> • Work with TfL to identify potential locations for the introduction of green person authority signalised crossings to prioritise movement of people walking • Raising the carriageway to pavement level at side streets to prioritise people walking, improve accessibility and reduce speeds • Work with TfL to minimise waiting times and maximise crossing times at signalised pedestrian crossings • Review pavement and pedestrian island widths at locations with high footfall • Commission research to better understand conflict between people walking and cycling, to help identify design engineering and behavioural solutions that reduce injury • Further enhance pedestrian priority on 'Local Access' streets | 2026 | City Corporation | Transport for London |
| 8.2 | <ul style="list-style-type: none"> • Use the City's Vision Zero Collision Data dashboard to help inform the network of future cycle infrastructure improvements • Review collision conflicts in the context of parking and loading bays to ascertain whether risk for people riding cycles or powered two wheelers is higher where parking and loading is present • Work with TfL to identify signal timing improvements that will reduce risk at junction locations and improve convenience for people walking and cycling • Use third party data (e.g. Strava) to identify high cyclist flow routes and consider further segregation / improvements for these routes, particularly where collision clusters exist | 2026 | City Corporation | Transport for London |
| 8.3 | <ul style="list-style-type: none"> • Use the City's Vision Zero Collision Data dashboard to identify and prioritise powered two wheeler collision clusters • Infrastructure schemes in the City will take into account best practice design and engineering principles to reduce risk to powered two wheelers, through road safety audits and TfL's Motorcycle Safety Review Tool, which the City Corporation will help develop and subsequently apply | 2026 | City Corporation | Transport for London |
| 9 | Enhance the delivery of road danger reduction engineering initiatives through effective monitoring and reporting, whilst seeking additional funding opportunities and future proofing the network. | | City Corporation | |
| 9.1 | The City Corporation will seek new funding sources and opportunities for road safety research and/or schemes, e.g. for research through Small and Themed grants from the Road Safety Trust or other grant making trusts | 2025 | City Corporation | |
| 9.2 | The City Corporation will ensure that safety and the reduction of road risk is made central to all infrastructure delivery, including major schemes, minor schemes, Healthy Streets programmes and Section 278 agreements | Ongoing | | |
| 9.3 | The planning process will be used to ensure that where appropriate, new developments contribute to providing safer streets by securing highway works to mitigate the impact of the development and to reduce road risk | Ongoing | City Corporation | |
| 9.4 | The City Corporation will investigate ways to enhance and advertise the process of reporting road defects or locations of concern e.g. working with partners such as fixmystreet.com and/or TfL's ReportIt tool. The City Corporation will clearly label completed works and provide statistics on repair times whilst promoting the City's highway reporting website (e.g. QR codes on street furniture and local magazines/blogs CityView & CityResident) (action 9.3). | 2024 | City Corporation | Transport for London |
| 9.5 | Make better use of TfL's Traffic Accident Diary System (TADS) collision monitoring system to monitor new schemes for collisions to identify and fix any teething problems quickly and build a best practice portfolio of successful scheme design | 2024 then ongoing | City Corporation | Transport for London |
| 9.6 | Lastly, the City Corporation will work with TfL and relevant industry partners to identify advancements in infrastructure technology and consider how they should be integrated into the network in future, e.g. interactive signage or 'connected infrastructure' with the ability to interact with vehicle movements | 2026 | City Corporation | Transport for London |

| | ACTION | COMPLETED BY | LEAD AGENCY | OTHER AGENCIES |
|-----------|---|--------------------------|-------------------------|-----------------------------|
| | SAFE VEHICLES | | | |
| 10 | Reduce, re-time, re-route and re-mode vehicle trips to prevent the risk that motor vehicles pose on the City's streets. | | City Corporation | |
| 10.1 | <i>Work with the Business Improvement Districts to trial collective delivery areas, where deliveries and servicing activities are consolidated into as few operators as possible, with this prioritised in higher collision areas</i> | 2025 | City Corporation | |
| 11 | The Corporation and partners will take a risk-based approach to improving the design, maintenance and operation of vehicles that continue to travel on the City's streets. | | City Corporation | |
| 11.1 | <i>The City Corporation will continue to engage with TfL to provide insight, data and advice on the approach to reduce the risk posed by London buses on the City's streets</i> | 2023 then ongoing | City Corporation | Transport for London |
| 11.2 | <i>The City Corporation will encourage TfL to identify all opportunities to improve safety, both in the design specification for future London black cabs and in its influence over private hire vehicle operators</i> | 2023 then ongoing | City Corporation | Transport for London |
| 11.3 | <i>Engage with coach operators to encourage them to incorporate retrofit advanced safety technologies such as intelligent speed assistance (ISA), driver monitoring and alcohol locks</i> | 2024 | City Corporation | Transport for London |
| 11.4 | <i>The City Corporation will continue to seek the highest standards through the use of the innovative CityMark initiative, which encourages construction sites to take a more holistic view of safety beyond the hoardings and to prioritise the reduction of risk to other road users</i> | 2023 | City Corporation | |
| 11.5 | <i>Restaurant, grocery and professional courier services which represent a significant proportion of trips will be encouraged to use non-motorised forms of transport, including foot and cycle where possible</i> | 2023 then ongoing | City Corporation | |
| 11.6 | <i>Where powered two wheelers continue to be used, design recommendations will be agreed with them to ensure the vehicles that they use pose the least risk to others</i> | 2024 | City Corporation | |
| 11.7 | <i>The City Corporation will collaborate with partners to improve vehicle standards and maintenance and seek to support the development of a powered two wheeler fleet accreditation standard.</i> | 2025 | City Corporation | Transport for London |
| 11.8 | <i>Prompt and encourage good cycle maintenance and standards through on-street engagement, awareness raising events and engagement with the business community.</i> | 2023 | City Corporation | City Police |
| 11.9 | <i>The Corporation will work with partners to:</i> <ul style="list-style-type: none"> • investigate and potentially trial new safety technologies, such as driver distraction monitoring and retrofit Advanced Driver Assistance Systems (ADAS). Collaboration with other partners including TfL will be vital in future-proofing the street network. • ensure that the City Corporation has a voice in steering thought-leadership and research on the topics of connected and autonomous vehicles (CAVs) adaptation (including ensuring access to post-crash vehicle data), data collection through CCTV, and technology and mapping company engagement and data sharing. • seek to influence future legislation on e-scooters, and other micro-mobility and emerging transport technologies, to ensure that measures to encourage safe use are incorporated (action 11.9). | 2025 | City Corporation | Transport for London |
| 12 | Whilst welcoming innovation and future technology, the City of London Police and partners will continue to educate, engage and enforce against users of the City streets that drive or ride vehicles that put themselves and others at risk. | | City Police | |

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|-----------|---|----------------|-------------------------|---|
| 12.1 | <i>The City police will continue to inspect hundreds of vehicles each year, with the City Police Commercial Vehicles Unit continuing to support the London Freight Enforcement Partnership (LFEP), alongside Transport for London, the Metropolitan Police Service and the Driver and Vehicle Standards Agency.</i> | Ongoing | City Police | Transport for London |
| 12.2 | <i>E-scooters that are not part of the London trial, and all other micro-mobility vehicles remain illegal on streets and footways across the City, and the City Police will engage, educate and potentially seize the devices belonging to individuals that break this law.</i> | 2023 | City Police | Metropolitan Police Service Transport for London |
| 12.3 | <i>The same rule will apply for people cycling, that have adapted their cycles or ride ones that fail to provide a basic level of safety to themselves and other users of the City's streets.</i> | 2023 | City Police | |
| 12.4 | <i>The City Police will adapt their enforcement approach with further developments in the micro-mobility space, ensuring future legislation on their use is consistently applied, with users of illegal models apprehended and the vehicle potentially seized.</i> | 2023 | City Police | |
| 13 | <i>Raise vehicle safety standards through the Corporation setting the benchmark through its own fleet, whilst using procurement processes, supply chain and influence on other businesses to further extend the benefits</i> | | City Corporation | |
| 13.1 | <i>The Corporation will introduce retrofit intelligent speed assistance (ISA) where appropriate into its own fleet, and will share the cost, environment and safety benefits with other partners and businesses across the City.</i> | 2023 | City Corporation | |
| 13.2 | <i>The incorporation of telematics will also help the Corporation to monitor and address any instances of driving behaviour that falls below the high standard expected of its employees and workers.</i> | 2023 | City Corporation | |
| 13.3 | <i>The City Corporation will investigate options for gamification / incentivisation of safe behaviours (rewards) and dependent on the results, potentially expand to other partners.</i> | 2024 | City Corporation | |
| 13.4 | <i>The City Corporation will continue to use its power and influence across its broader supply chain to raise standards in more and more vehicles, including the potential to match our own fleet standards, such as with a minimum star rating in the Euro NCAP Commercial Van ratings</i> | 2025 | City Corporation | |
| 13.5 | <i>The City Corporation will encourage longer term and larger contract suppliers to incorporate telematics, and demonstrate that they monitor, investigate and act upon instances of poor driving behaviour by their workers</i> | 2025 | City Corporation | |

| ACTION | | COMPLETED BY | LEAD AGENCY | OTHER AGENCIES |
|------------------------|---|--------------------------|-------------------------|--|
| SAFE BEHAVIOURS | | | | |
| 14 | Deliver behaviour change and training interventions, with a focus on improving the riding and driving behaviour of those that pose the greatest risk | | <i>City Corporation</i> | |
| 14.1 | <i>The Corporation will investigate the potential to strengthen the FORS requirements, including a condition that drivers have Safer Urban Driving training or on-cycle / immersive training</i> | 2024 | <i>City Corporation</i> | |
| 14.2 | <i>The City Corporation will collaborate with TfL and other authorities to help inform national standards, including the design (and database) of Compulsory Basic Training for new and novice powered two-wheeler riders, compulsory requirement for Safer Urban Driving in Driver Certificate of Professional Competence (CPC) etc</i> | 2024 | <i>City Corporation</i> | <i>Transport for London</i> |
| 14.3 | <i>The Corporation will engage with TfL to inform and apply their courier and professional powered two-wheeler engagement in the City and help develop an industry standard for rider training and safe riding practices</i> | 2025 | <i>City Corporation</i> | <i>Transport for London</i> |
| 14.4 | <i>TfL's Taxi and Private Hire team, as the licencing authority and regulator of these drivers have the duty to apply standards to reduce risk, and the Corporation will work with TfL to encourage them to strengthen safety requirements where possible, e.g. driver safety training, police incident reporting, Disclosure and Barring Service (DBS) check frequency etc</i> | 2024 | <i>City Corporation</i> | <i>Transport for London</i> |
| 14.5 | <i>Distraction of taxi and private-hire drivers, particularly through app-based operation is a particular risk to themselves, their passengers and all other road users, and the Corporation will encourage TfL to investigate options to reduce this risk.</i> | 2023 | <i>City Corporation</i> | <i>Transport for London</i> |
| 14.6 | <i>The Corporation and partners will support TfL with insight, data and expertise to advise on bus driver training initiatives relevant to the City</i> | 2024 | <i>City Corporation</i> | <i>Transport for London</i> |
| 14.7 | <i>The City Corporation and City Police will support and amplify the campaigns, communications and behaviour change activity of TfL, the DfT and other agencies, for example campaigns to promote awareness of the Highway Code changes</i> | 2023 then ongoing | <i>City Corporation</i> | <i>Transport for London Department for Transport</i> |
| 14.8 | <i>Enhanced engagement through the Active City Network (ACN), business improvement districts (BIDs) and other business channels will support and amplify messaging to commuter powered two wheeler riders, to promote safe, considerate and risk aware riding</i> | 2024 | <i>City Corporation</i> | |
| 14.9 | <i>Training opportunities will be promoted to e-scooter users to ensure that they ride in a way that minimises risk to people walking, along with all users of the streets</i> | 2024 then ongoing | <i>City Corporation</i> | <i>City Police</i> |
| 14.10 | <i>Cyclist training will be promoted through business and resident channels so that people cycling know to ride calmly and in a way that anticipates the behaviour of other people walking, cycling and riding or driving motor vehicles</i> | 2023 then ongoing | <i>City Corporation</i> | |
| 14.11 | <i>Further research on the patterns and origins of conflict between people walking and cycling will help to understand and inform initiatives to help prevent further injuries from occurring.</i> | 2024 | <i>City Corporation</i> | |

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|-----------|---|--------------------------|-------------------------|--|
| 15 | The City Police Roads Policing Unit will continue to take an intelligence led and highly-visible approach to tackling unsafe and illegal behaviour on the City's streets. | | <i>City Police</i> | |
| 15.1 | <i>Using intelligence and evidence from casualty data and other sources, the City Police will continue to deliver targeted enforcement of dangerous and reckless driving and riding, including using unmarked police vehicles</i> | 2023 then ongoing | <i>City Police</i> | |
| 15.2 | <i>Specific locations and times for bursts of high visibility enforcement will be informed by insight from the City's Vision Zero Collision Data Dashboard.</i> | 2023 then ongoing | <i>City Police</i> | City Corporation |
| 15.3 | <i>The City Police will continue their enforcement and engagement activity to include anti-social and road danger offences e.g. cyclist close pass, careless and dangerous driving, riding cycles on the pavement and not obeying traffic signals, to tackle instances of riding and driving that present danger and negatively impact perceived safety</i> | 2023 then ongoing | <i>City Police</i> | |
| 15.4 | <i>The City Police and the City Corporation will do more to raise awareness of driving offences and criminal justice outcomes</i> | 2023 then ongoing | <i>City Police</i> | City Corporation |
| 15.5 | <i>The Police will continue to target high-risk riders of powered two wheelers, including those that are uninsured, with enforcement measures, and the criminal justice outcomes will be regularly reported</i> | 2023 then ongoing | <i>City Police</i> | |
| 15.6 | <i>Unsafe, reckless and irresponsible cycling in the City, such as red-light jumping will be addressed through officers stopping, engaging and potentially arresting those responsible</i> | 2023 then ongoing | <i>City Police</i> | |
| 15.7 | <i>Continue to identify and target dangerous and illegal behaviours, including riding on the pavement.</i> | 2023 then ongoing | <i>City Police</i> | |
| 15.8 | <i>Vision Zero ambassadors amongst the business community will help to act as exemplars of road danger reduction e.g. raising awareness of the societal imperative to achieve Vision Zero, promoting driver training in their supply chain etc</i> | 2025 | <i>City Corporation</i> | |
| 15.9 | <i>The City Corporation and Police will also work together, and with Business Improvement Districts to develop and implement Business Community Roadwatch events</i> | 2024 | <i>City Police</i> | City Corporation |
| 16 | A range of training, marketing and communications campaigns will help empower, educate and upskill people walking, riding cycles and motorcycles, to help prevent them from being injured on the City's streets | | <i>City Corporation</i> | |
| 16.1 | <i>The City Corporation and Police will support and amplify TfL's campaigns and marketing activity, along with the DfT's Think! campaigns through its own channels</i> | 2023 then ongoing | <i>City Corporation</i> | Transport for London Department for Transport |
| 16.2 | <i>The City Corporation will provide and promote free cycle training for people who live, work and study in the City, working closely with City businesses to offer this training in a convenient and easily accessible way</i> | 2023 then ongoing | <i>City Corporation</i> | |
| 16.3 | <i>The City Corporation will develop a cycling code of practice that will be shared with the business community through the Active City Network, to distribute through cycle user groups - promoting good standard of cycling behaviour</i> | 2024 | <i>City Corporation</i> | City Police |
| 16.4 | <i>The City Corporation will raise awareness of the 1-2-1 Motorcycle Skills training course through its communication channels with City businesses</i> | 2023 then ongoing | <i>City Corporation</i> | City Police |
| 16.5 | <i>The Beyond CBT: Skills for Delivery Riders course is aimed specifically at delivery riders and again the Corporation will investigate ways in which to promote the course to professional riders, including through supply chain and procurement practices</i> | 2024 | <i>City Corporation</i> | |
| 16.6 | <i>The City Corporation and partners will support TfL in its efforts to lobby for an improvement and update to the CBT syllabus and ensure it instils the necessary skills and safety awareness for modern urban riders</i> | 2024 | <i>City Corporation</i> | Transport for London Department for Transport |
| 16.7 | <i>The City Corporation and partners will continue to explore opportunities to promote the uptake of FORS motorcycle fleet accreditation as part of procurement contracts</i> | 2024 | <i>City Corporation</i> | |
| 16.8 | <i>Virtual reality (VR) Exchanging Places events that allows people to experience the blind spot from the driver's seat of an HGV will continue to be run in the City to ensure people walking and cycling take care near these large vehicles.</i> | 2023 then ongoing | <i>City Police</i> | |
| 16.9 | <i>The City Corporation and partners will engage with people walking, cycling or riding motorcycles in the City to understand their concerns and perceptions and then use the findings to tailor the existing training and campaign offer.</i> | 2024 | <i>City Corporation</i> | Transport for London |
| 16.10 | <i>The City Corporation will continue to promote and encourage schools to work towards STARS accreditation</i> | 2023 then ongoing | <i>City Corporation</i> | |

| | ACTION | COMPLETED BY | LEAD AGENCY | OTHER AGENCIES |
|------|--|--------------|------------------|--|
| | POST COLLISION LEARNING ANALYSIS AND SUPPORT | | | |
| 17 | The City of London Corporation and City Police will collaborate to improve the investigation of collisions to help inform and develop the approach to reducing road danger and preventing fatal and serious injuries | | City Police | |
| 17.1 | Expand the Go Look See protocol to other serious collisions in the City to extract learnings from the most serious and life-changing events. | 2023 | City Corporation | City Police |
| 17.2 | The City Police will undertake a process of exploratory Environmental and Visual Audits (EVAs), as is the case in the Metropolitan Police Service, to support the approach to roads policing, but to also share insight with partners including the Corporation and TfL to inform other road danger reduction initiatives. | 2023 | City Police | |
| 17.3 | The City Corporation and City Police will work together to apply new and emerging processes to garner learnings and to identify where causal and systemic factors have combined, resulting in fatal and serious collisions. | 2023 | City Police | City Corporation |
| 17.4 | The City Corporation will identify opportunities to complete further data analysis to better understand risk on the City of London's streets. | 2024 | City Corporation | |
| 17.5 | The City Corporation will seek to develop and apply innovative approaches to develop a measure of risk in the City. | 2024 | City Corporation | City Police |
| 17.6 | Contribute and act on the analysis being conducted by TfL into how unequal road danger outcomes manifest among different demographics and communities, and adopt the findings where appropriate in the Square Mile | 2023 | City Corporation | Transport for London |
| 18 | Support will be improved for those that suffer the most from the effects of fatal and serious collisions, with emergency service partners prioritised in access to collision sites. | | City Police | |
| 18.1 | The City Police will ensure that it signposts and refers individuals to the specialist services that exist, to aid and support those bereaved or seriously injured at the most difficult of times. | 2023 | City Police | |
| 18.2 | Working with the London Ambulance Service (LAS) and the Police to ensure that medical equipment is readily available and accessible when or where it is needed within the City e.g. defibrillators and trauma bags | 2023 | City Police | City Police |
| 18.3 | Work closely with emergency services when developing traffic restrictions to reduce potential impacts on emergency response times | 2023 | City Corporation | London Ambulance Service London Fire Brigade City Police |

| | MONITORING, EVALUATION AND DATA IMPROVEMENTS | | | |
|------|---|------|------------------|--|
| 19 | Develop further monitoring, evaluation and data improvements, along with greater reporting, to foster a proactive forward-thinking safety culture in the Square Mile | | City Corporation | |
| 19.1 | The City Police will further improve the accuracy of collision reporting, through additional training for officers and awareness raising of the importance of understanding causation factors in preventing future collisions. | 2023 | City Police | |
| 19.2 | The City Corporation and City Police will also work with TfL, and in turn the DfT, to improve vehicle and casualty categorisation in Stats 19 collision data recording (e.g. taxi separate to private hire vehicles, bus separate to coach, micro-mobility modes etc, as well as individual characteristics including disability and race). | 2023 | City Police | City Corporation Transport for London Department for Transport |
| 19.3 | The Corporation will explore ways to identify how individuals' perception of safety needs to be improved most, along with ways to improve it through danger reduction interventions, marketing and communications. | 2024 | City Corporation | |
| 19.4 | The development of a suite of outcome-oriented 'lead' performance indicators, in support of the overarching fatal and serious injury reduction target | 2024 | City Corporation | City Police |
| 19.5 | The City's Vision Zero partners will promote the reporting of dangerous and illegal road user behaviour, as well as self-reporting of personal injury collisions where the police did not attend. | 2024 | City Corporation | City Police |
| 19.6 | The City Police will publish and report available statistics relating to enforcement activity, along with criminal justice outcomes for those that have been found guilty of illegal road user behaviour. | 2023 | City Police | |

Appendix 3: Additional information on speed limits below 20mph

Benefits of speed limits below 20mph

- At speeds of 15mph the risk of severe injury reduces by half, from 14% at 20mph to 7% at 15mphⁱ
- A separate study showed that on average, the number of collisions resulting in injuries of all severity reduces by 6% with every 1mph decrease in average speedⁱⁱ
- Stopping distances decrease from 12m to 8m between 20mph and 15mphⁱⁱⁱ
- Energy in a collision at 15mph is 44% less than at 20mph^{iv}
- Peripheral vision increases as speed reduces, so drivers are more likely to see a hazard and have time to react^v
- Drivers on streets where people walking have priority are 14 times more likely to give way to a person walking if average speeds are below 15mph^{vi}
- Research mapping the probability of a serious crash for five common collision type (car-pedestrian collisions, car-car frontal and lateral collisions, collisions with oncoming traffic when turning off, and rear end collisions) concluded that the critical impact speed for serious injuries in car-pedestrian collisions is 20kph (12.4mph)^{vii}.

European precedents for speed limits below 20mph

Speed limits below 20mph (32.2kph) are widespread across Europe. A default speed limit of 30kph (18.6mph) is commonly applied in cities or as a default speed limit for urban areas. Localised 20kph (12.4mph) or lower speed limits are also increasingly applied in city centres and on streets where people walking should have priority. For example:

- The City of Brussels introduced an adapted low-speed zone for the summer of 2020 during the Covid-19 pandemic. Most streets in the centre of the city were limited to 20kph alongside priority for people walking and cycling. The speed limit reductions were deemed to be a success but were only intended to be temporary and returned back to 30kph again later in the summer.
- Switzerland has implemented 20kph speed limits in residential areas across the country
- Slovenia has 'common traffic areas' where the speed limit is 20kph, with 10kph limits in 'traffic-calmed areas and pedestrian zones'
- The entire city centre of Hasselt in the Belgium province of Limburg was turned into a 20kph residential zone in August 2022.
- Dutch 'woonerfs' (home zones) have 15kph (9.3mph) limits for motor vehicles (referred to as walking pace)
- In the past, the Paris authorities have temporarily reduced the speed limit to 20kph to reduce pollution
- Germany, including the central German town of Hanau has introduced 20kph limits
- Austria has delivered increasing numbers of 'encounter zones' (residential and urban areas with joint use of space by motorists and people walking) with speed limits of 20kph (see image below of Mariahilfer Strasse in Vienna).

- Municipalities in both Latvia and Luxembourg are encouraged to reduce urban speeds to 30 kph, with 20 kph in areas where the street space is shared between people driving, walking or cycling.



Mariahilfer Strasse, Vienna, an example of a city centre 20kph (12.4mph) speed limit

ⁱ <https://www.sciencedirect.com/science/article/abs/pii/S000145751200276X>

ⁱⁱ Taylor et al (2002) 'TRL Report 421: The Effects of Drivers Speed on the Frequency of Road Accidents' URL: <https://trl.co.uk/reports/TRL421>

ⁱⁱⁱ <https://www.random-science-tools.com/physics/stopping-distance.htm>

^{iv} <https://www.omnicalculator.com/physics/car-crash-force>

^v Bartmann, Spijkers and Hess, 'Street Environment, Driving Speed and Field of Vision' Vision in Vehicles III (1991)

^{vi} DfT Shared Space Project – Phase 1 – Appraisal of Shared Space, November 2009

(<http://webarchive.nationalarchives.gov.uk/20091204120415/http://www.dft.gov.uk/pgr/sustainable/sharedspace/stage1/pdf/stage1.pdf>)

^{vii} Jurewicz, C., Sobhani, A., Woolley, J., Dutschke, J., & Corben, B. (2016). Exploration of Vehicle Impact Speed - Injury Severity Relationships for Application in Safer Road Design. Transportation Research Procedia, 14, 4247–4256. <https://doi.org/10.1016/j.trpro.2016.05.396>

| | |
|--|--|
| Committee(s): Strategic Planning and Performance Committee Police Authority Board | Dated: 3 rd May 2023 24 th May 2023 |
| 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 and Exec. Director Children and Community Services City of London Corporation Pol 49-23 | For Information |
| Report authors: HQ, Sector Policing, Specialist Operations, City Police & Children and Community Services, Community Safety, City of London Corporation. Coordinated by Detective Superintendent Carly Humphreys | |

Summary

This report provides the quarterly update (January 2023 to March 2023) on key engagements taking place across the City of London within the following thematic areas: (1) Safeguarding Vulnerable People; (2) Protecting our local communities; (3) Protecting against Cyber and Fraud; and (4) Protecting from the threat of Terrorism.

The report reflects the feedback from members at the February 2023 Strategic Planning and Performance Committee, and now presents updates in a more concise format with a focus on activity above ‘business as usual’.

All the work noted in this report contributes to our refreshed Policing Plan, in particular our Operational Priorities to ‘Keep those who live, work, and visit the City safe and feeling safe’ and to ‘Put the victim at the heart of everything we do’.

Recommendation

Members are asked to note the report.

Main Report

Introduction

1. This report provides the quarterly update (January 2023 to March 2023) on key community engagements taking place across the City of London within the following thematic areas: (1) safeguarding vulnerable people; (2) protecting our local communities; (3) protecting against cyber and fraud; and (4) protecting from the threat of terrorism.
2. The report reflects the feedback from members at the February 2023 Strategic Planning and Performance Committee, and now presents updates in a more concise format with a focus on activity above 'business as usual'. It aims to cover activities of City of London Police, City of London Corporation and the Safer City Partnership.

Protecting Vulnerable People

3. Key activity in the last quarter: The City of London Police Public Protection Unit has worked in partnership with the City of London Corporation and City and Hackney Safeguarding Children Partnership to deliver an educational programme to five schools within the City to address Child Sexual Exploitation.
4. Future planned activity: Op Encompass is a new initiative between the Corporation and City and Hackney Safeguarding Children Partnership to protect children from domestic abuse. This will provide a fast-time safeguarding referral process to schools to notify them when a student is being exposed to domestic abuse.

Protecting our local communities

5. In June 2022, City of London Corporation commissioned a polling organisation to carry out a survey of 500 City residents and 1,000 City workers. The aim of the survey was to help determine satisfaction levels with Corporation services and perceptions of the City as a place to live and work. In February 2023 a report was submitted to Policy & Resources Committee highlighting that the vast majority of residents (around 90%) agree that the City of London is safe, clean, visually attractive, has good shops, bars and restaurants, and is enjoyable to walk around.
6. City of London Police and the Corporation continue to participate in regular partnership meetings focussed on crime prevention and community engagement including suicide prevention, vulnerability, offender management and rough sleeping. A schedule of these meetings is attached at Appendix A.
7. Key activity in the last quarter:
 - a. City of London Police has run a number of Crime Prevention Roadshows targeted at the business sector. These roadshows have provided security managers with advice based upon local priorities and crime trends, including themes from Cyber Griffin.

- b. As the NPCC lead for Business Crime, City of London Police coordinates national activity to reduce anti-social behaviour and crime affecting businesses through our National Business Crime Centre (NBCC National Business Crime Centre). In March, the National Business Crime Centre was recognised as an Outstanding Security Partnership for its Safer Business Action Day initiative. The initiative is a joint approach by police, business, private security, business crime reduction partnerships and business improvement districts to reduce crime and anti-social behaviour affecting businesses. A Safer Business Action Day was held in the City of London in late March where a number of arrests were made and over 100 businesses visited.
- c. The Cleansing team has developed an anti-urination poster campaign which highlights the fines which can be issued to perpetrators if they are caught urinating. The posters are durable and also created using a finish which lights up at night. The team has been working with available data, local businesses, residents and the Police to identify problem areas/ hot spots to place the posters. They have been very well received and seen as a proactive approach to this issue. In addition to this, Cleansing representatives attend a weekly Night Time Economy (NTE) meeting with licensing colleagues and CoLP to feed in known problem areas to inform taskings, timings and deployments.

8. Future planned activity:

- a. Op Rocotto will take place on the 20 April 2023 which will provide a high visibility day of police action, working with the City Security Council, Corporation and CLCPA (City of London Crime Prevention Association) to promote safer business and safer spaces in the City.
- b. The 30th anniversary of the tragic murder of Stephen Lawrence will be marked by an event held at the Guildhall. This event has been planned with Local Policing and the Police Authority Board and will be aimed at students (15-18 years), reflecting on Stephen Lawrence's legacy to inspire young people, a panel of senior figures, including the Commissioner, will talk and their lives and careers.
- c. City of London Police's new programme of 'Walk and Talk' initiatives will commence on 20 April 2023. These provide opportunities for women working or living in the City to walk with a female officer and discuss experiences or concerns.
- d. The City of London Corporation is working closely with the Aldgate Connect Business Improvement District (BID) and London Borough of Tower Hamlets, to raise awareness of the business' roles in the City of London and Tower Hamlets in tackling violence against women and girls. This initiative is likely to progress into a digital campaign in the next few months.
- e. Cluster Panel meetings as outlined in Appendix B

Protecting against cyber and fraud

9. Key activity in the last quarter:

- a. This quarter Cyber Griffin have trained over 2,500 end users, conducted over 100 services and partnered with 55 new businesses.
- b. On 7 February 2023, City of London Police's Cyber Protect team took part in 'Safer Internet Day' to produce social media assets which promote the importance of using two-step verification (2SV). The campaign achieved over 13.4 million impressions and reached approximately 8.4m people on social media. It was supported by partners across government and policing. Notable contributors included GOV.UK, GCHQ, NCSC (National Cyber Security Council), as well as 20 other police forces.

10. Future planned activity: The Cyber Protect team will launch a Cyber Aware campaign for small organisations in partnership with the National Cyber Security Council to help sole traders and small organisations to protect themselves from cyber threats.

Protecting from the threat of terrorism

11. Key activity in the last quarter: Our Counter Terrorism team has delivered a school engagement programme in partnership with a company where over 200 primary and secondary pupils took part. This involved all City schools taking part in the workshops with a well-respected company around fake news. Students were encouraged to question and critically engage on the topic of fake news, conspiracy theories and extremism both on and offline, and how perception may be manipulated. This deepens their knowledge, focuses on practical tools and builds confidence in a safe space using interactive and engaging content. In short, it is all about keeping them safe.
12. Future work: City of London Police is engaging with the Corporation to roll out Prevent training to their staff which will create a 'Prevent Champions Scheme'. This has been a successful scheme in the City of London Police and provides an opportunity to expand this good practice further across the City. This is planned to be rolled-out at the end of September to coincide with our 'Prevent week of action' (Phase 2).

Conclusion

13. City of London Police continues to work in partnership with the City of London Corporation to enhance the City of London's engagement with our communities. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider partnerships to protect our local and national communities.
14. All the work noted in this report contributes to our refreshed Policing Plan, in particular our Operational Priorities to 'Keep those who live, work, and visit the

City safe and feeling safe’ and to ‘Put the victim at the heart of everything we do’.

Carly Humphreys

Detective Superintendent

HQ Services

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Appendices

Appendix A: Partnership Meeting Planner

Appendix B- Cluster Panel Plan

Appendix A: Partnership Meeting Planner

| Purpose | Title | Frequency | Chair |
|---------------------------|---|-----------------------------|-------------------------------------|
| Suicide Prevention | Tidal Thames Forum | Quarterly 6-weekly calls | Port of London Authority |
| | Thrive LDN | Bi-monthly | TBC |
| | Suicide Prevention Steering Group | Quarterly | City & Hackney Public Health |
| | Bridge Watch | Bi-weekly | Royal National Lifeboat Institution |
| Rough Sleeping | RS Strategy Group | Quarterly | City of London Corporation |
| | RS Sub-Committee | 5 per annum | City of London Corporation |
| | Challenge Group | Quarterly | City of London Corporation |
| | HIRSS | Monthly | City of London Corporation |
| | Task/Action | Bi-Weekly | City of London Corporation |
| Vulnerability | Multi-agency risk assessment conference | Monthly | City of London Corporation |
| | Mental Health Working Group | Monthly | City of London Police |
| Community | Safer City Partnership | Quarterly | City of London Police |
| | Anti-Social Behaviour Group (SCP Sub-Group) | Quarterly | City of London Corporation |
| | Business Improvement District Steering Groups | Monthly | Business Improvement Districts |
| | Crime Prevention Association | Monthly | Crime Prevention Association |
| | Cluster Panels | Monthly* | City of London Police |
| | Independent Advisory Scrutiny Group | Quarterly | Independent Advisory Scrutiny Group |
| | Youth Independent Advisory Scrutiny Group | Monthly | TBC |
| Crime | South East Regional Hate Crime | Quarterly | Kent Police |
| | London Region Prevention | Quarterly | Metropolitan Police |
| | Licensing | Bi-weekly | City of London Corporation |
| Young People | Cadet Governance Meeting | Quarterly | City of London Police |
| | Hackney Integrated Offender Management | Monthly | Ministry of Justice |

| | | | |
|---------------------------------------|--|------------|---------------------------------|
| Integrated Offender Management | Tower Hamlets Integrated Offender Management | Bi-monthly | London Borough of Tower Hamlets |
|---------------------------------------|--|------------|---------------------------------|

Appendix B- Cluster Panel Plan

| Cluster | Dedicated Ward Officers | Panel Date | Panel Time | Address | 2nd Panel Meeting | Panel meeting | 2nd Panel Venue | 3rd Panel Date | 3rd Panel time | 3rd Panel Venue |
|------------------|---|-----------------|---------------------|--|-------------------|-------------------|--|--------------------|----------------|------------------------------|
| Liverpool Street | PC (0843 CP) Joseph Rolfe PC (0693 CP) Jack Bose PC (0455 CP) George Williams | 10th May 2023 | 1500 hrs | 110 Bishopsgate TBC | 9th August 2023 | 1500 hrs | 110 Bishopsgate TBC | 10th November 2023 | 1500 | Lloyds TBC |
| Fenchurch Street | PC (0695 CP) Dorota Praczko PC (0598 CP) William Skilling PC Caroline Fisk PC Trevor Machin | 6th April 2023 | 1430 - 1630 hrs | Portsooken Community Centre | 13/07/2023 | 1500-1700 | 70 Mark Lane | 11/10/2023 | 1500-1700 | Portsooken Community Centre |
| Monument | PC (0266 CP) Alan Venning PC (0670 CP) Samuel Norton PC (0784 CP) George Longhurst PC Manjit Kambo | 3rd May 2023 | 1500 hrs | Fishmongers Hall | 7th August | 1500 hrs | Fishmongers Hall | 12th Oct 2023 | 1500 hrs | Fishmongers Hall |
| Bank | PC (0635 CP) Emre Kahraman PC (0825 CP) Isaac Keown | 24th July 2023 | 1300:1430 | Salvation Army 101 Queen Victoria | 9th October 2023 | 1300 | Grocers' Hall TBC | 11-Dec-23 | 1300 | Bank of China |
| Fleet | PC (0637 CP) Jack Gibbins PC Andy Jacks | 12th April 2023 | 1530 hrs - 1700 hrs | Bird & Bird, New fetter lane | 4th July 2023 | 530 hrs - 1700 hr | TBC | 19th December 2023 | 15:30 | TBC |
| Barbican | PC (0788 CP) Pradip Gurung PC (0827 CP) Thomas Heath PC (0204 CP) Stuart Grace PC Christine Phillips | 21st April 2023 | 1900 hrs | Golden Lane Community Centre, Golden Lane Estate | 13th July 2023 | 1800 hrs | Golden Lane Community Centre, Golden Lane Estate | 5th October 2023 | 1800 | Golden Lane community centre |

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|---|--|
| Committee(s): Strategic Planning and Performance Committee Police Authority Board | Dated: 3 rd May 2023 24 th May 2023 |
| Subject: HMICFRS PEEL Inspection 2022 | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | 1 |
| 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: Commissioner of Police Pol 50-23 | For Information |
| Report author: Brett McKenna, Head of Strategic Development | |

Summary

This report provides an overview of the findings of the HMICFRS PEEL¹ Inspection which was published on 13th April 2023.

Across the 8 areas that are graded, City of London Police has been graded as good in 2 areas, requires improvement in 3 areas and adequate in 3 areas. Many of the areas identified for improvement are linked to existing development plans and City of London Police has continued to advance activities commenced prior to and after HMICFRS fieldwork. The report also highlights areas of good practice by City of London Police.

Internal governance has been refreshed to provide clear leadership and accountability for delivery of the PEEL areas for improvement and all legacy HMICFRS recommendations. The Director of the Police Authority has a standing invitation to attend this board as an observer. Progress will be reported to Strategic Planning & Performance Committee for Member scrutiny. City of London Police will be working closely with HMICFRS on a continuous improvement approach to the areas highlighted in the report and to identify good and outstanding practice in other forces that can be implemented locally.

Recommendation

It is recommended that Members note the report.

¹ His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services Police Efficiency Effectiveness and Legitimacy

Main Report

1. PEEL (police effectiveness, efficiency and legitimacy) gradings

1.1. PEEL is the HMICFRS regular assessment of police forces in England and Wales. They use inspection findings, analysis and professional judgment to assess and grade how good forces are in several areas of policing. The programme has been in place since 2014 but was changed in 2021/22 to move to a more intelligence-led continual assessment approach rather than relying only on annual inspections. Thematic inspections also contribute to the PEEL continuous assessment programme.

1.2. The grading standards are set out below:



- **Outstanding** – The force has substantially exceeded the characteristics of good performance.
- **Good** – The force has demonstrated substantially the characteristics of good performance.
- **Adequate** – We have identified an appreciable number of areas where the force should make improvements.
- **Requires Improvement** – We have identified a sufficiently substantial number of areas where the force needs to make improvements.
- **Inadequate** – We have causes of concern and have made recommendations to the force to address them.

1.3. HMICFRS published its PEEL report of City of London Police on 13 April 2023. This is based on field work undertaken in 2022. City of London Police is graded as follows:

| 2023 PEEL Inspection Results | | | | |
|------------------------------|---|---|---|-------------|
| Inadequate | Requires Improvement | Adequate | Good | Outstanding |
| | Preventing crime and antisocial behaviour | Investigating Crime | Engaging with and treating the public with fairness and respect | |
| | Managing offenders and suspects | Protecting vulnerable people | Responding to the public | |
| | Strategic planning, organisational management and value for money | Building, supporting and protecting the workforce | | |

1.4. Due to the changes made to the assessment gradings and criteria by HMICFRS since the last PEEL report in 2018, direct comparisons of gradings cannot be made. This direction has come from HMICFRS given the new process uses a different assessment framework and considers nationally reviewed evidence sources as well as local evidence (see Appendix 1). HMICFRS has requested that gradings between forces are not used in a competitive manner as their ambition is for forces to be collegiate and supportive.

2. Key findings

2.1. City of London Police put considerable effort into evidencing its approach linked to both its national and local responsibilities. However, it was advised that the PEEL inspection is not designed to and does not assess City of London Police's national responsibilities.

2.2. The report identifies 16 areas for improvement (AFIs). Some of these AFIs are linked to areas where improvements were already being made but at the time of inspection were not fully embedded or implemented. A list of AFIs and updates on progress is set out in Appendix 2.

2.3. A summary of the key findings within the report includes the following:

2.3.1. Responding to victims and the public

The inspection found City of London Police provided a professional response to incidents and calls for service using specialist resources to assist first responders in supporting and safeguarding victims. However, assessment of vulnerability and victim needs could be improved through better technology within the control room.

2.3.2. Vulnerability

The inspection found there are systems and processes in place to identify and manage vulnerability and that City of London Police works effectively and proactively with partners, in particular the City of London Corporation. However management of vulnerability being everyone's responsibility was not fully embedded within the culture of the organisation and there could be improvements in use of protective powers in areas such as domestic abuse.

2.3.3. Engaging with and treating the public with fairness and respect

The inspection found City of London Police is good at engaging with communities to understand what is important to them, but this could be improved through a comprehensive engagement strategy.

The inspection also found City of London Police is improving its fair use of stop search powers and that supervision, oversight and governance

of these powers is comprehensive. However a lack of analytical support is undermining its ability to understand trends. The inspection noted that structures for review and scrutiny of other powers have also been implemented but are not as mature as the approach to stop and search.

2.3.4. Investigating crime

The inspection found robust governance and policies in place to ensure complex investigations are of a high standard and recommended a similar approach should be adopted to improve volume crime investigation. The inspection also highlighted some areas where management and supervision of investigations and victims could be improved.

2.3.5. Reducing crime and anti-social behaviour

HMICFRS found that City of London Police has a focus on crime prevention with examples of officers working with partner agencies to prevent crime, and safeguard vulnerable people, especially around the night-time economy. However, the inspection identified improvement was needed to facilitate an effective problem-solving approach.

Since the fieldwork, analytical support is being recruited for the prevention hub and a programme of continuous professional development is being developed for sector policing to improve its approach to problem solving. This will include using good practice from good and outstanding forces. City of London Police's evidence based policing forum has also been reinvigorated.

2.3.6. Managing offenders and suspects

The inspection found there were sound processes and governance to ensure suspects were apprehended promptly, bail processes are used appropriately, and foreign national suspects are managed effectively.

The inspection found that overall, improvements were required to the management of risk to the public from registered sex offenders and improvements were required to its management of child sexual abuse images.

However, to add some context, the City has low volumes of registered sex offenders (currently 2) and since the fieldwork was undertaken a training programme has been developed to upskill our people who may become deskilled due to low volumes. Relevant officers will get regular refresh training and exposure to other forces' work to ensure they are up to date with good practice. All registered sex offender risk assessments and visits are up to date. The management of registered sex offenders will be moved to a dedicated Lifetime Offender Management Team to improve oversight.

City of London Police has also progressed the procurement of a system to monitor indecent images. This has been implemented and the training programme and welfare strategy is now being rolled out.

2.3.7. Workforce

The inspection covered themes relating to the workforce in a number of areas. It highlighted that well-being of staff is prioritised across the organisation but noted lack of capacity in some areas and workload levels were impacting well-being. It states in its crime reduction assessment that City of London Police does not have sufficient people or resources to manage its workload and mentions resourcing challenges in other areas including corporate services and public protection.

The report highlights City of London Police's effective management of the Police Uplift Programme, its approach to retention and activities to recruit a more representative workforce. It also states that the force uses volunteers well to increase resilience, fairness, and diversity in the workplace.

Since the fieldwork was undertaken City of London Police has recruited over establishment on police officers, has adjusted its neighbourhood policing shift pattern to align more effectively with demand and is now prioritising police staff recruitment and is undertaking a review of Corporate Services. A new training strategy has been developed for the public protection unit, additional officers have been posted into that team (a mix of experienced and new officers) and the three remaining vacancies in that unit will be filled by September.

2.3.8. Strategic planning, organisational management and value for money

The inspection found the force has a clear governance framework, but it needs to be underpinned with better quality data to provide appropriate challenge and direction. The inspection highlighted the need to improve understanding of demand to enable City of London Police to plan effectively for the future and operate more efficiently. It also highlighted the need for more effective assessment of benefits realisation linked to investment in technology.

Since the fieldwork was conducted an interim process is being developed to assess and monitor demand (as part of work on the Force Management Statement). The Corporate Services Review will include the creation of a Data Lab and full Power BI optimisation, along with improvements to how the organisation manages change and benefits realisation.

2.4. The report also recognises some areas of innovative practice (full details at Appendix 3) including:

- good preventative activity to reduce violence against women and girls within the night-time economy
- innovative stop and search practices specifically related to Project Servator with a focus on police legitimacy
- collaboration with Amazon and engaging with young people in the community including through the cadets
- ability to identify and pursue evidenced based prosecutions of domestic violence where victims will not engage or support
- effective crime recording and amongst the best in England and Wales at obtaining the best outcomes for victims
- implementation of the Police Uplift Programme and officer retention (recognised as national good practice)

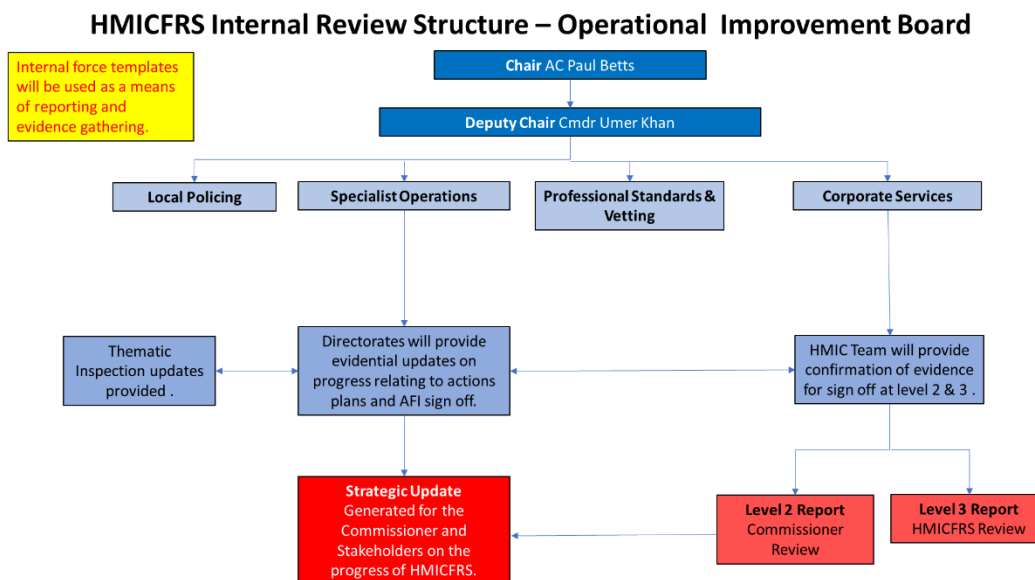
3. Implementation and governance of areas for improvement

3.1. City of London Police has identified what it believes to be an achievable plan for improving its ratings in the next 12, 24 and 36 months. This considers the work required to deliver improvements and has been developed in consultation with the HMICFRS Force Liaison Lead.

| Thematic Review Point | Current Grade (April 2023) | Target Grade 12 Months | Target Grade 24 Months | Target Grade 36 Months |
|---|----------------------------|------------------------|------------------------|------------------------|
| Engaging with and treating the public with fairness and respect | Good | Good | Good | Outstanding |
| Preventing crime and antisocial behaviour | Requires Improvement | Adequate | Good | Good |
| Responding to the public | Good | Good | Good | Outstanding |
| Investigating Crime | Adequate | Good | Good | Good |
| Protecting vulnerable people | Adequate | Adequate | Good | Good |
| Managing offenders and suspects | Requires Improvement | Adequate | Good | Good |
| Building, supporting and protecting the workforce | Adequate | Adequate | Adequate | Good |
| Strategic planning, organisational management and value for money | Requires Improvement | Requires Improvement | Adequate | Adequate |

3.2. Under the new assessment framework City of London Police must implement a process for continuous improvement to deliver demonstrable progress. A new strategic level board (HMICFRS Operational Improvement Board) has been established. This will oversee the new PEEL areas for improvement (AFIs) and all legacy HMICFRS recommendations yet to be signed off. This will be chaired by Assistant Commissioner Operations and Security. The Director of the Police Authority has a standing invitation to attend this meeting as an observer, as does the HMICFRS Force Liaison Lead.

3.3. This board will ensure clear leadership and accountability for implementation of HMICFRS recommendations and AFIs. It will ensure City of London Police is prepared for future inspections and that outstanding practice from across the country is being monitored and implemented where appropriate. The first board meeting took place on 21 March 2023 and was attended by HMICFRS.



3.4. City of London Police will be meeting with HMICFRS on a quarterly basis to provide evidential updates on progress. The evidence provided will be reviewed and used to sign off action plans and AFIs. This evidence will inform the progress being made by City of London Police against the areas for improvement.

4. Publication

4.1. The final report was published on 13th April 2023. An appropriate press statement was prepared for release but there was no specific press reaction to its publication. An internal message was put on the Force Intranet too inform staff of the report and outcomes of the inspection.

5. Conclusion

5.1. Since the fieldwork was undertaken City of London Police has continued to deliver improvements to its efficiency, effectiveness and legitimacy. While the level of grades puts City of London Police in an average position nationally there is ambition to improve this. While PEEL is not reflective of City of London Police's national role, it provides as a useful benchmark for monitoring improvement of some key areas of focus. The new HMICFRS Operational Improvement Board will provide leadership and accountability for delivery of action plans and AFIs. Updates on progress will be reported to the Strategic Planning and Performance Committee.

Appendices:

Appendix 1 - HMICFRS Grading Standards – History and New Approach

Appendix 2- Areas for Improvement and progress updates

Appendix 3- Review of innovative practice and good work

Background Papers

[PEEL 2021/22: Police effectiveness, efficiency and legitimacy – An inspection of the City of London Police \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/peel-2021-22/)

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APPENDIX 1 HMICFRS Grading Standards – History and New Approach

The PEEL programme was introduced by HMICFRS in 2014, the initial outlay of the programme has focussed on thematic inspections. These inspections would take place on 12-24 month cycles and would, when required, be in person.

The previous assessment criteria were divided into three categories:

Effectiveness
Efficiency
Legitimacy

These inspections were informed by internal force processes, governance and outcomes. Questions sets were developed to investigate these processes and from this, thematic areas of inspection were informed. A force would then be inspected by an external HMICFRS team, with the information gathered from the question set. Locally sourced evidence would also be provided, the force would then be allocated a grading.

After a period of review HMICFRS developed a new assessment framework and moved from four to five gradings. The new assessment framework is based on evidence subject to continuous review, rather than relying on bi-annual assessment cycles. The new assessment framework requires forces to engage with HMICFRS on a quarterly basis (as a minimum), with a view to moving to monthly reporting. The new assessment process was launched in 2021, with forces expected to progress internal changes throughout the 2021/22 period.

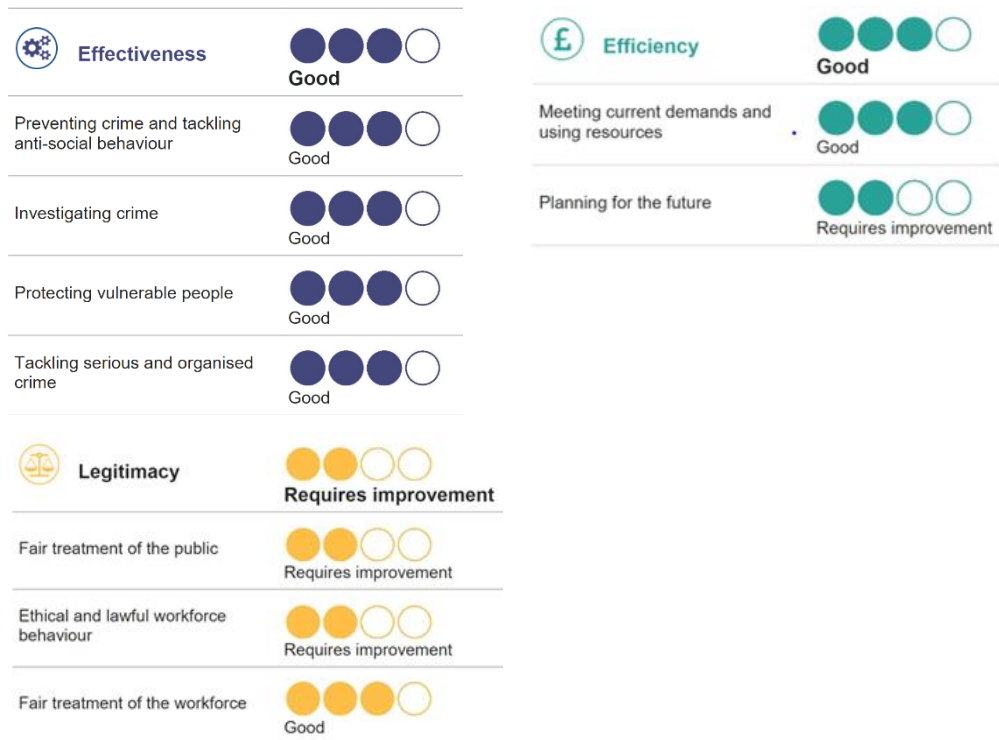
A review of the grading criteria used in PEEL reports from 2014 to 2018 showed that there was a disparity of reporting in data from forces impacting on grades awarded. An Adequate grade was created to define the range of Good as this grade had the widest degree of variation. When this was investigated it became clear that the variation in grading was due to no nationally agreed frameworks and individual reviews from force liaison officers.

The 2021/22 criteria now consider standardised evidence that every force produces. This includes the Force Management Statement, Victim Service Assessment, Crime Data Integrity and progress against mandated HMICFRS action plans. In addition, inspections now focus on forces being able to provide defined evidence rather than through broad assessment criteria.

2018 grading standards:

| | | | |
|--------------------|-------------|-----------------------------|-------------------|
| Outstanding | Good | Requires Improvement | Inadequate |
|--------------------|-------------|-----------------------------|-------------------|

The previous PEEL inspection grades for the City of London Police 2018/19 are set out below:



Under the new framework, the assessment criteria of effectiveness, efficiency and legitimacy are built into thematic reviews of individual business areas.

Appendix 2 – AFIs and Updates

- 1. The force should develop a strategy for providing neighbourhood policing with a governance framework that will improve performance:**

Progress Update:

The force is actively developing a new performance framework for the sector policing teams, this will also be aligned to a new governance structure. Part of this will ensure that officers from aligned directorates in local policing and specialist operations are involved with routine sector meetings. This will ensure a greater collaborative approach to problem solving in the community. Similarly the control room has been scoped to develop a new tasking process where incidents highlighting at risk individuals, have a cross link between public protection and sector policing are jointly reviewed. For example when reviewing repeat Anti-Social Behaviour (ASB) locations, officers from sector policing will adapt a problem-solving approach to resolve any issues reported.

- 2. The force should routinely review problem-solving plans and make sure good practice is shared with staff as part of a lessons learnt approach:**
- 3. The force needs to ensure that neighbourhood policing officers have access to training relevant to their role:**

Background:

It should be noted at the time of assessment the force was still developing a comprehensive neighbourhood policing strategy and had an under resourced neighbourhood team. This has been resolved in the immediacy post inspection with officer numbers uplifted from 12 to 18 by the Police Uplift Programme, with further workstreams being planned. In addition we are adjusting shift patterns so that there is more appropriate neighbourhood coverage across the evenings and weekends.

Progress Update:

The force recognises that there could be significant improvement in the use of problem solving particularly when concerned with neighbourhood policing. The force is addressing this with a program of continuous professional development (CPD) for sector policing, this will also involve using best practice from 'Good' and 'Outstanding' forces. The recruitment of an uplift of sergeants into this department has been completed and the recruitment of a dedicated analyst is underway.

The problem-solving approach to incident resolution will establish problem profiles and identify repeat locations, suspects and victims to actively apply the scanning, analysis, response, assessment (SARA) model. This will be supported by the production of a problem-solving demand analysis framework to enable a thorough assessment of the capabilities of sector policing.

Furthermore the force has reinvigorated its approach to evidence-based policing² with a Superintendent now leading the evidence policing forum, this is made up of civilian staff and officers. However more work needs to be done in this area to maximise the effectiveness of staff development and training. This forum will also seek to inform best evidenced based practice across the force.

4. The force should record a victim's decision to withdraw support for an investigation to improve services to victims of crime:

Background:

This is a nationally produced AFI where all forces have been assessed as lacking accurate recording of a victims reasons for withdrawing their support from an active crime investigation. City of London Police has not been an outlier in this area, however, recognises that this is an area to improve.

Progress Update:

The force has reviewed its crime recording workflow and has identified opportunities for efficiencies to inform a stricter safeguarding governance. A review of the control room safeguarding processes and crime monitoring is underway. The force previously undertook three separate monitoring meetings, a local policing morning meeting, followed by an intelligence meeting and crime meeting. These have now been amalgamated as one and are now chaired by a Chief Superintendent, with a Superintendent from Local Policing and Specialist Operations also present.

This ensures a thorough review of daily crime reporting to ensure a high level of recording compliance, oversight of investigations and to strengthen safeguarding opportunities. Furthermore there will be a particular focus on victim support and review of victim engagement, to reduce the amount of victims withdrawing from the criminal justice process. Also a domestic violence dashboard is being developed to monitor performance in relation to key metrics in dealing with domestic violence; e.g. suspects arrested at scene, reviews within 24hrs, use of body worn video (BWV) as evidence in interview, use of domestic violence protection notices (DVPN), this will provide the focus needed on these crimes.

5. The force should improve the supervision of crime investigations:

Progress Update:

The force recognises that the governance regarding volume crime investigations needs to be improved, currently investigations are split between Local Policing and Specialist Operations. There is also a need to understand how standards of investigation are managed, the Learning and Organisational Development team has already developed a supervisors training program for newly promoted sergeants, which provides support and training for the management of investigations. A review of

² [Evidence-based policing | College of Policing](#)

investigation standards training will be carried out to identify further areas for improvement for the force.

- 6. The forces vulnerability governance should include performance data and analysis to make sure its aims are evidence based, its success measures are clear, and the force can track tangible progress:**
- 7. The force should make sure that its public protection unit has the resources it requires to properly safeguard vulnerable people:**

Background:

This force recognises that there have been significant issues with the recruitment of suitably qualified staff into the Public Protection Unit (PPU), and specifically difficulties in governance and performance monitoring have been identified. The force has been quick to act and has now implemented a training strategy, procured new monitoring software and completed an uplift in qualified staff for the PPU. Posts in the PPU have been increased from 9 to 15 with 3 vacancies remaining and plans to fill them over the next few months with a mix of experienced and new officers.

Progress Update:

The force has now refreshed the joint Specialist Operations (SO) and Local Policing (LP) morning demand meeting. This meeting will review all vulnerability data and will review each domestic violence case daily, to ensure that best practice is being followed -e.g. arrest at scene, within 24hrs etc to inform more efficient and effective tasking. The force is progressing workstreams to ensure that the full potential of PowerBI is realised, vulnerability dashboards are being created to ensure that the demand and complexity of vulnerability crime types are captured. The force has already identified peak demand periods of vulnerability related demand reporting, noted later in the week and on the weekend. Operation Reframe was introduced to support this. Furthermore the force will be reviewing the training around complex crime and looking at the standard operating procedures (SOPs) for frontline staff, to ensure that opportunities to capture vulnerability and risk are not missed.

- 8. The force should ensure that it has an effective system for monitoring how registered sex offenders (RSOs) are managed:**

Background:

The force recognises the importance of this. Performance in this area did not reflect the ambition of the force or the training that staff have received. The force is reassured that there is not a gap in understanding when concerned with the management of Registered Sex Offenders (RSO). The force has a very small number of RSOs to manage (currently 2) and has suffered from a lack of technical and training investment in the past. This is being rectified.

Progress Update:

The City of London Police fully understands the risk around the management of registered sex offenders in the community. Daily meetings are held within the SO/LP directorates to review all outstanding suspects for sex offences. Since the inspection we now have a trainer in force who is upskilling our teams and the management of our RSOs is being moved to a dedicated Lifetime Offender Management Team. The officers managing our very small number of RSOs will get regular refresh training and exposure to other forces work to ensure they are up to date. The very small number in the City has created challenges with keeping skills up. All RSO's risk assessments and visits are up to date.

A new integrated offender manager post has been recruited to the Sector Policing team, work is being progressed to develop the role and develop a cohort of offenders relevant to City policing priorities and offence types.

9. Proactive action taken against those suspected of being involved in offences relating to child abuse images should be timely:

10. The force should make sure that it has appropriately trained staff to undertake the grading and management of child abuse images:

Background:

At the time of inspection the force lacked the most up to date software for the management of child abuse related images, there was also a gap in the training requirements for the workforce. The force understood this and reported difficulties in the procurement of system to resolve this issue.

Progress Update:

The force since the time of the PEEL inspection had rapidly been progressing the procurement system to monitor indecent images, this has now been implemented in the force. A training package for staff has now been developed and a welfare strategy for staff will be implemented. The force recognises that challenges around the recruitment of appropriately trained staff still remain, however new qualified staff have been brought in since the inspection. The Child Abuse Image Database (CAID) system is going live in April with full functionality to be in place by June and we already have staff trained to use the system and assess images and will have more trained by the go live date.

The Public Protection Unit only conduct a small amount of warrants across the year in terms of demand. The Force accepts that one of those was not executed as quickly as it could be due to resourcing issues, however, it was still executed within the legal time frame. The increase in Public Protection posts through the Police Uplift Programme will help support this.

11. The force should make sure it has enough sergeants and equivalent staff, who are capable and confident to perform their role:

12. The force needs to review its training requirements to make sure its workforce is supported to meet the demands it faces now and in the future:

Background:

At the time of inspection the force was in a planned uplift of sergeants particularly, with regards to sector policing. The shortage of police supervisors is nationally recognised issue, the City is carefully monitoring the progress of the police uplift. The force has a dedicated workforce planning board (People Board) to ensure that the correct staff are placed, along with a dedicated training strategy to meet the future needs of the workforce. Of note is that the Force turnaround of the Police Uplift Programme (PUP) work is listed as good practice later on.

Progress Update:

The force has developed a supervisors training day for newly promoted sergeants and temporary sergeants, the training will have a focus on crime standards and officer welfare. The recognition of the importance of the sergeants role is understood by the force, in terms of uplift the force has met the requirements for student officer numbers. Of note is that the force is meeting the requirements to ensure that its pool of detective sergeants complete the required PIP³ 2 investigators course.

The force understands that the wider learning and development strategy needs to be improved, this is in progress, and was not a result of a focus on the PUP in the force's opinion. Similarly there is wider piece of work that is being developed around workforce mapping, to enable forward planning and creation of a skills network. The force will highlight that the data drawn from NCALT⁴ for the PEEL inspection is incorrect. The Learning and Organisational Development (L&OD) team will be working to fix some data issues, as staff have completed their online training, yet it is shown as not being finished.

13. The force should improve its recording of demand, removing single points of potential failure

Background:

Nationally there has been a thematic change in how police forces understand their core business and monitor data. This has been led through forces demonstrating a core understanding of demand and data analysis. Nationally every force is at a different progress point with this, the City of London Police is making strides to develop its understanding of data and demand but there has been a lack of investment and development in this area in the past.

Progress Update:

³ Professionalising Investigation Programme

⁴ National Centre for Applied Learning Technologies

The City recognises that demand is not being accurately captured in some areas of the force, conversely where demand is being monitored, the processes do differ depending on department/directorate needs. However the force will counter that these processes are being completed accurately and will be used to inform the Force Management Statement (FMS) for 2023. The forces Strategic Development team will develop a process to monitor the demand across the force and to bridge the gap in this area, until the completion of the Data Lab and full PowerBI optimisation which is being developed through the Corporate Services Review as a key deliverable

14. The force should reduce the vacancies in staff and officer positions. These are negatively affecting the service it provides to the public, and the wellbeing of its staff

Background:

The evidence that this AFI was derived from the lack of resourcing on our sector and response teams. With this came cultural perceptions that were not reflective of the ambition that the force wished to reflect in these areas, this has now been rectified and the PUP has meant that our Local Policing Teams are now well over strength as new officers learn their skills and trade.

Progress Update:

The force has exceeded the requirements for officer uplift and is developing a workforce plan to address the wider skills planning and role development for staff. It would be inaccurate to state that the force does not understand these issues or that there is not suitable senior oversight of workforce planning. The Force is currently over establishment for Police Officers and is actively recruiting Police Staff. The Force is not holding vacancies to balance budgets but is now able to focus strongly on Police Staff recruitment and maintain Police Officer numbers, having delivered the PUP. The Force accepts that it will take time for Officers to upskill and move through the organisation to meet the demand in specific areas of business. This has been flagged previously through RREC.

The new sector policing strategy will seek to better address the relationships with local safeguarding partnerships and schools. These relationships have been hampered in the past, due to recruitment, there are now sufficient numbers on the sector team to address these shortcomings.

Furthermore the force will challenge the narrative of AFI concerning sector policing, there has been a significant uplift in staffing for this area. Further to this, it is to be expected that with an uplift in staffing levels, there would be a consideration of a new deployment model, and a new shift pattern has been introduced. The abstraction policy has been reviewed, staff from sector policing are no longer abstracted unless absolutely required for critical operational commitments.

15. The force should ensure its corporate services review improves the service it delivers across the force.

Background

The force accepts that the corporate services review is currently in progress and that there are recognised gaps in data analysis capabilities that this review will seek to address.

Progress Update

The corporate services review is now being led by the Assistant Commissioner, Operations and Security as Senior Responsible Owner. The force will be reviewing a new corporate services operating model in May 2023, the ambition of this model will be to provide the force with an inhouse performance ability, an improved monitoring response to HMICFRS and full strategic support to the chief officer team, this will also encompass an ability for the force to horizon scan and plan for the future.

16. The force should improve its understanding of demand which will enable it to better plan for the people, skills, and technology it will need in the future:

Background:

The force accepts this AFI and understand the criticality of improving the understanding of demand and data analysis. This theme has been captured in previous AFIs and is a part of the forces forward planning all workstreams.

Progress Update:

The force recognises with the utmost importance that the demand modelling capabilities of the force are currently limited, the review of the previous Force Management Statement (FMS) has highlighted this as well. The production of FMS 2023 will be data led with demand forecasting being utilised to demonstrate the understanding of force business.

Furthermore the force has taken a proactive approach in ensuring that learning from other forces is captured, the force has recently had a workshop day with Sussex Police to review the use of PowerBI and identify shared learning that the City of London Police can take forward. This to ensure that the technological demands are well understood and so that when the force implements the new data lab, best practice is captured. The force has suffered from a lack of investment in this area, and we have a strong ambition to improve this, accepting it takes time to get us where we need to be.

Appendix 3 - Review of innovative practice and good work

The Force was pleased to see a number of innovative and good practice highlighted:

Engaging with and treating the public with fairness and respect

The force has been praised for its use of innovative stop and search practices, specifically related to Project Servator. The use of intelligence led behaviour techniques have been highlighted as best national practice. However this has not been used as a standalone tactic, officers have also been given training on legitimacy and ethics when concerned with stop and search.

This innovation should be seen as a base line to supporting continued good practice with an ambition to move this grade to outstanding.

Preventing crime and anti-social behaviour

The force has been praised for the collaboration with Amazon and young people in the community. This has been highlighted as being a particularly effective method of engaging with younger members of the community, the use of a popular third party has been demonstrated as an effective way for breaking down barriers between police and young people. From a review of Outstanding practices in other forces, this is within the remit of national best practice.

This innovation should be recognised as practice that should be replicated in the wider sector policing strategy.

The HMICFRS also reported:

The City of London Police has a focus on crime prevention. We found good examples of problem solving and officers working with partner agencies to prevent crime, and safeguard vulnerable people, especially around the night-time economy. Other factors contributing to the force's ability to reduce crime are:

- Control room staff manage calls made to the control room well. Call handlers accurately use Thrive to identify vulnerability and record crime;
- Response officers can access live time advice when attending an incident. With experts often attending crime scenes to support initial crime investigation;
- Officers and staff work with partner agencies to prevent crime and reduce the likelihood of those most vulnerable coming to harm;
- Crimes are allocated to, and investigated by, the most appropriate resource; • Most investigations are timely, proportionate, and effective;
- Investigators actively pursue evidence led domestic abuse prosecutions, in cases where victims are at their most vulnerable; and • The force records crimes well and is amongst the best in England and Wales at obtaining the best outcomes for victims.

Investigating Crime

The force has been praised with its ability to identify and pursue evidenced based prosecutions of domestic violence (those where victims will not engage or support). It was found that the force was able to build evidence-based prosecutions in 8 out of 9 cases reviewed, with the last case having a thorough rationale as to why a prosecution was not being sought. The inspection went onto further highlight that this approach was the best they had seen in England and Wales. It should be noted that this is particularly difficult audit to receive praise for.

This innovation will be maintained with a view to developing a similar review approach across all crime types.

Building, supporting and protecting the workforce

The force has been highlighted nationally as a lead for developing an effective response to police officer uplift, not only has the force exceeded recruitment numbers, from a negative position in January 2022, the retention rate is one of the highest in the country. The innovative use of a *'buddy system'* and *'friendly ear system'* have been highlighted as being particularly effective and unique. This demonstrates that the force has a clear understanding of the workforce and is supporting the welfare of new staff entering the force. Furthermore where the force may be losing officers, an effective data led exit interview process has been implemented to capture areas of improvement for the force when concerned with welfare and culture. This has been highlighted as a unique practice and further demonstrates the commitment the force has to developing its workforce. The impact of the innovative practice when concerned with PUP should not be underestimated, nationally forces have not only struggled to meet the minimal initial officer numbers, but attrition rates have also been high averaging 30% nationally. These innovations implemented by the City of London police have effectively addressed these areas.

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| Committee(s): Strategic Planning and Performance Committee Professional Standards and Integrity Committee Police Authority Board | Dated: 3 rd May 2023 9 th May 2023 24 th May 2023 |
| Subject: Violence Against Women and Girls 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 51-23 | For Information |
| Report author: Kate MacLeod, Detective Superintendent, Professionalism and Trust | |

Summary

The purpose of this report is to provide an update for Members of the Strategic Planning and Performance Committee (SPPC), Police Authority Board (PAB) and Professional Standards and Integrity Committee (PSIC) on strategic progress made by the City of London Police (CoLP) in relation to Violence Against Women and Girls¹. Additionally, it provides some examples of work completed since the last report to your Committees.

Since the last report to your Committee the portfolio lead for Violence Against Women and Girls has changed and is now being led by Detective Supt Kate MacLeod but is still being managed under the Professionalism and Trust portfolio.

The CoLP is currently reviewing reporting on this area of business with a view to moving to including in the regular existing quarterly reports to your Committees as it embeds as business as usual as there are many areas where the work cross cuts with other existing workstreams.

Recommendation(s)

Members are asked to note the report.

¹ This document uses the following Home Office definition of Violence against women and girls. [Violence against women and girls national statement of expectations \(accessible\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/672222/violence-against-women-and-girls-national-statement-of-expectations-accessible.pdf)

Main Report

Background

1. Members will be aware of the national and local focus on Violence Against Women and Girls, detail of the background to this report was fully described in the previous quarterly reports to your Committees.
2. Since the last report to your Committee the portfolio lead for Violence Against Women and Girls has changed and is now being led by Detective Supt Kate MacLeod but is still being managed under the Professionalism and Trust portfolio.

Current Position

3. The CoLP is currently reviewing reporting on this area of business with a view to moving to including in the regular existing quarterly reports to your Committees as it embeds as business as usual. There are many areas where the work cross cuts with other existing workstreams. Options are being considered with a likely move to reporting on it as part of the quarterly performance and/ or equality and inclusion updates to your Committees rather than a standalone report subject to Members agreement. This will streamline reporting without losing the required focus on this important area of business.

Highlights of Progress against Core NPCC (National Police Chief's Council) Objectives

NPCC Objective 1-Improve Trust and Confidence in Policing

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

BARONESS CASEY REVIEW

The independent review into the standards of behaviour and internal culture of the Metropolitan Police Service was published on 22nd March 2023, generating widespread media coverage. It was felt important that we had internal conversations on the key findings; hence the Commissioner calling an extraordinary meeting for all Senior Leaders on the day after publication to gain initial impressions and ideas; something which has been encouraged throughout the organisation.

Our own internal communication strategy also highlighted the importance of this review to our staff and included quotes from the Commissioner and Head of Professionalism & Trust) to describe what has already been done in this important field:-

"We've increased awareness of behaviours and conduct that are unacceptable; giving you the confidence to raise concerns, and highlighted the different routes through which these can be reported. We have reviewed historic cases, taking the learning from these; and strengthened our vetting processes. It's the responsibility of everyone working in policing to restore public trust in the service we provide. We are committed to improving and are acting decisively to ensure that we consistently deliver the highest professional standards to all the communities we serve."

Our Professionalism & Trust team and Strategic Development are now in the process of leading our response to this final review. We have already completed an assessment (following the initial Casey report and other high-profile reviews in this area such as Op Hotton²). We have now assessed the recommendations in this final Casey report which we have mapped to existing activity and any gaps identified. A more detailed report regarding the Baroness Casey Review was reported the Police Authority Board on the 2nd May 2023.

OUR PEOPLE INCLUSIVITY PROGRAMME

The final 'face to face' launch of this Programme took place on 24th February 2023 at Deutsche Bank in the City, over 200 officers and staff attended this day, putting overall attendance to date at 800. As rail strikes and operational commitments made it difficult for all planned dates to go ahead, the Professionalism and Trust team are now putting on a further 3 'online' events to capture those unable to attend date. These sessions will all be attended by members of our own Chief Officer team along with our guest speaker and voices from our own force, to ensure that the virtual experience is as close to the 'in-person' sessions as is possible.



² [Operation Hotton Learning report - January 2022.pdf \(policeconduct.gov.uk\)](https://www.policeconduct.gov.uk/operation-hotton-learning-report-january-2022.pdf)

From May 2023, the full programme of modular options will be available on our intranet for officers and staff to sign up to. These options will include inputs on Bystander Training, Awareness of Misogynistic Behaviours and Domestic Abuse; all staff are required to complete one module of their choice every 6 months.

The College of Policing is publishing their first edition of a digital magazine which is going to be distributed to forces across the UK (particularly for the benefit of Training Managers) on the role that the College can play in supporting forces to deliver the National Race Action Plan. Released every quarter, it will showcase examples of great practice and initiatives from UK forces; the City of London Police’s Inclusivity Programme has been selected as the feature for this first edition.

LISTENING CIRCLES

A total of 4 listening circle events have now taken place within the City of London Police, a full executive summary of results is being presented at the force’s next Renewing and Rebuilding Trust & Confidence Board in April 2023. A ‘You Said, We Did’ summary has also been produced and will be promoted further in force to communicate results to our staff:-

CoLP Listening Circles for Women

“You Said, We Did!”

Thank you to all those who participated in the CoLP Listening circles for women. Your contributions are valued and have already made a difference. Below are a few highlights of actions taken and work in progress.

| Complete | In Progress | Next Steps |
|--|---|---|
| <p>Relevant signposting, introductions, occupational health referrals and welfare support structures put in place following sessions.</p> <p>Concerns raised in relation to the process of setting up a network and the slow process were immediately addressed and moved forward by a facilitator, paving the way for the Network of Women to be formed and launched.</p> <p>Following each session, a visual of key themes was shared with the Trust & Confidence Board, highlighting key concerns, solutions for consideration and in turn influencing decision making and work in progress across the force.</p> | <p>Microaggressions, relating to misogyny and sexism are to be included in an active participation workshop, forming a module within the Inclusivity Programme.</p> <p>We seek to find alternative and creative ways to communicate information such as visual plans on a page, drop-in sessions and visual newsletters.</p> <p>There is a focus on leaders communicating honestly and openly, with managers being asked to have discussions with teams where this has been highlighted to understand concerns and make positive changes.</p> | <p>The listening circles format is in place and can now be used to address any issue and audience, both internally and externally.</p> <p>We look to replicate this scheme internally to find joint solutions for CoLP’s Race Action Plan in the coming year.</p> <p>The Corporation of London have expressed an interest in using this model for their staff and plans are in progress to share best practice and assist in facilitating their first sessions.</p> |



Although the pilot sessions were designed to focus on women, the listening circles format has been successful as proof of concept and can now be used to address other issues and audiences, both internally and externally. As such, we look to replicate this scheme internally to find joint solutions for CoLP’s Race Action Plan in the coming year.

As well as being held up as National good practice in previous College publications, the National Police Federation of England & Wales have also contacted the City of

London Police and recently published an article on this piece of work to share good practice amongst its 135,000 members.

HEFORSHE RELAUNCH

The City of London Police HeForShe initiative has now been launched internally with a workshop opened by Assistant Commissioner O'Doherty taking place in January 2023, with the National lead facilitating, leading to the recruitment of 28 internal 'HeForShe' allies.

An action plan has since been created and a series of initiatives underway against the core objectives as follows:-

Objective 1 - To address the gender imbalances in middle management teams, in particular the ranks of Sergeant and Inspector.

Objective 2 - To address and remove the sexism and misogyny, where it exists, in police culture.

Objective 3 - Support the annual reporting of gender equality information
The HeForShe group meet on a monthly basis and feed into the force's Gender Equality Network.

WHITE RIBBON ACCREDITATION

The Professionalism and Trust team has taken initial steps towards White Ribbon Accreditation, meeting with their CEO and colleagues to ensure that we maximise all we are doing against our National Violence Against Women and Girls workstreams and avoid any duplication. White Ribbon Accreditation³ ensures organisations take a strategic approach to ending men's violence against women by strengthening systems, engaging with men and boys, changing cultures and raising awareness. A paper will be presented at CoLPs next Equality & Inclusion Strategy Board for approval, we will continue to work with colleagues in the City of London Corporation to ensure best approach with a keen advocate in the Town Clerk, Ian Thomas CBE who is a White Ribbon Ambassador.

NPCC Objective 2- Relentlessly Pursue Perpetrators

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

RESPONSE TO POLICE PERPETRATED DOMESTIC ABUSE (PPDA)

Operation Hood, which was a full review of all of City of London Police's, police perpetrated, domestic abuse and sexual abuse cases investigated over the last 20 years, was completed in 2022 and reported to the Professional Standards and Integrity

³ [About Us — White Ribbon UK](#)

Committee in November 2022. In summary, the recommendations focused on the key areas of ensuring that:-

- PPDA is handled as a complaint and investigated rigorously
- We are complying with existing relevant Associated Professional Practice (APP) guidance
- All PPDA cases are effectively monitored and reviewed
- Impartial, joined-up criminal and conduct investigations are conducted by people with the right knowledge and skills
- Effective engagement and communication take place with victims
- Appropriate decisions are being made with respect to the deployment of officers under investigation for Domestic Abuse allegations
- All findings of the original super complaints are embedded into force working practices.

This is being monitored internally and forms part of an overarching update to the Professional Standards and Integrity Committee.

DOMESTIC ABUSE MATTERS TRAINING

The first phase of this training has been completed and saw 270 front line officers trained in this First Responder programme. Phase Two started on 11th April 2023 with 35 sessions scheduled for the remainder of 2023, this phase also includes firearms officers (as their attendance was reassessed following the Casey Review) and will capture the remainder of the officers. The notion of using 'Domestic Abuse (DA) Matters Champions' will be reinvigorated with an aim to train between 30-35 'champions' across the force, to ensure we provide a high-quality service to all victims.

Vulnerability training launches in May 2023, this phase focuses on Cyber enabled domestic abuse. Both vulnerability training and DA Matters training is mandatory for all front-line officers and staff, along with those who engage with members of the public.

The recent HMICFRS PEEL Inspection 2022 identified the CoLP as innovative, stating that Investigators actively pursue evidence led domestic abuse prosecutions, in cases where victims are at their most vulnerable; and the force records crimes well and is amongst the best in England and Wales at obtaining the best outcomes for victims.

NPCC Objective 3- Create Safer Spaces

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

WALK AND TALK INITIATIVE

This CoLP initiative has been developed from a concept founded by the Metropolitan Police Service (MPS) (initially aimed at improving community relations) to an initiative as part of CoLPs response to local concerns about Violence Against Women and Girls.

CoLP is inviting women who live or work in the square mile (and are aged 18rs +) to go for a walk with local female officers in their neighbourhood. It is a way of officers being able to engage with our female community and encourage them to talk about their experiences and concerns, including ideas on how we can improve their safety and how safe they feel in the City.

Sessions are taking place early in the morning or in the evening, they launched on 20th April 2023 and are being promoted through both Policing and City of London Corporation circles. Any themes or concerns raised will be recorded for future discussion, with a view to making collaborative recommendations.

OP REFRAME

The 9th Operation Reframe event since its launch in April of last year took place at Bank junction on 24th February 2023, combining the general ethos of this initiative with Transport for London (TfL) and their 'Op Regina', an initiative aimed at ensuring safe travel home.



This joint partnership approach was a success; together with TfL, City of London Police Roads Policing Unit stopped 36 vehicles, of which 78% were non-compliant (many with badges not displayed / licencing concerns) resulting in 21 tickets being issued and appropriate intelligence action. TfL also assisted City officers stopping buses along Bishopsgate to ensure that people were feeling safe and free from harassment on their travels, checking compliance with travel for 240 passengers. Two licencing buses, covering both sides of the City, were also in attendance, with multiple partners on board.

The welfare tent, staffed by Police and volunteers from St Johns Ambulance, was also utilised- 9 vulnerable women were supported here. More generally, working with our

Night-time Guardians from the City of London Corporation and other Agencies, the operation continued through the night and 6 further vulnerable women were provided assistance. 5 full premises checks were carried out, including CCTV compliance checks and door staff badges. A further 24 licensed premises had visits from the City of London Police, Environment Agency, and Park Guard who are contracted by the City of London Corporation to provide community safety services. Due to the many visible successes, plans are now underway to run this joint operation more frequently.

Conclusion

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

Kate MacLeod

Detective Superintendent

Professionalism and Trust Dept

E: Kate.macleod@cityoflondon.police.uk

Agenda Item 14

| | |
|---|---|
| Committee(s): Police: Resource Risk and Estates Committee Police Authority Board | Dated: 22 nd May 2023 24 th May 2023 |
| Subject: City of London Police Risk Register 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 68-23 | For Information |
| Report author: Brett McKenna, Head of Strategic Development | |

Summary

This report provides Members with the current position of the refreshed risk profile highlighting the risks against the achievement of the Policing Plan objectives.

The City of London Police risk register is managed using the Pentana risk system so that they are presented in the same format as other parts of the City of London Corporation. This report highlights the operational and organisational risks City of London Police is monitoring using this system.

Since the last risk profile presented to RREC two risks have been downgraded having met their target risk scores. One risk has been closed following the completion of the police uplift programme. One new issue linked to sickness has been added to the issue log.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In accordance with the City of London Corporation's responsibilities as a Police Authority, it is appropriate that this committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of City of London Police.
2. This report provides a public note of City of London Police's risk profile so risks of can be scrutinised by Members without providing oversight of operational actions that might prejudice police operational activity. City of London Police has consulted with the Chair and Deputy Chair of Resource Risk and Estates Committee who have indicated that they are satisfied with the presentation of this report as it appears on the agenda.

Force Risk Register Structure

3. The Force risk register is split into two sections along Organisational and Operational areas in support of the 6 priorities within the Policing Plan.
 - Organisational Risk Areas
 - Our People
 - Our Resources
 - Efficiency & Effectiveness
 - Operational Risk Areas
 - Keep People who live, work and visit the City Safe and feeling safe
 - Protect the UK from the threat of Economic & Cyber Crime
 - Putting the victim at the heart of everything we do
4. The current risks within each area are detailed within the following tables for Members' reference.

| Ref | Organisational Risks | Associated Organisational Priority | Owner | Impact | Likelihood | Score | Traffic Light | Trend | Target Impact | Target Likelihood | Target Score | Target Traffic Light |
|-------------|---|------------------------------------|--------------|---------|------------|-------|---------------|-------|---------------|-------------------|--------------|----------------------|
| CoLP ORG 01 | Failure to ensure we recruit & retain sufficient staff to meet uplift numbers both locally & fraud uplift with the right skills and to meet our diversity ambitions | Our People | AC OPS (COO) | Major | Possible | 12 | AMBER | ➔ | Major | Possible | 12 | AMBER |
| CoLP ORG 02 | Impact of maintaining Force vacancy factor on police staff workload and morale | Our People | AC OPS (COO) | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |
| CoLP ORG 03 | Force lacks experienced officers due to uplift number and retirement of experienced officers due to changes in pay and conditions | Our People | AC Ops | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |

| Ref | Organisational Risks | Associated Organisational Priority | Owner | Impact | Likelihood | Score | Traffic Light | Trend | Target Impact | Target Likelihood | Target Score | Target Traffic light |
|-------------|--|------------------------------------|---------------------------|---------|------------|-------|---------------|-------|---------------|-------------------|--------------|----------------------|
| CoLP ORG 04 | Failure to deliver the FCCRAS Programme. | Our Resources | Service Delivery Director | Extreme | Unlikely | 16 | RED | ➔ | Extreme | Unlikely | 16 | RED |
| CoLP ORG 05 | Police Funding: Failure to maintain a balanced budget | Our Resources | CFO | Major | Possible | 12 | AMBER | ➔ | Major | Unlikely | 8 | AMBER |
| CoLP ORG 06 | Estate does not meet operational requirements | Our Resources | Commissioner | Major | Unlikely | 8 | AMBER | ➔ | Major | Unlikely | 8 | AMBER |
| CoLP ORG 07 | Failure to deliver Force Fleet Strategy to replace and maintain vehicle fleet in support of operational activities | Our Resources | Commander Ops (COO) | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |
| CoLP ORG 08 | Failure to deliver Force ICT Strategy to replace and maintain ICT in support of operational activities | Our Resources | AC NLF | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |

| Ref | Organisational Risks | Associated Organisational Priority | Owner | Impact | Likelihood | Score | Traffic Light | Trend | Target Impact | Target Likelihood | Target Score | Target Traffic Light |
|-------------------|---|------------------------------------|--------------|---------|------------|-------|---------------|-------|---------------|-------------------|--------------|----------------------|
| CoLP ORG 09 | Failure to deliver on Change Portfolio Plan | Efficiency & Effectiveness | AC NLF | Extreme | Possible | 24 | RED | ➔ | Extreme | Unlikely | 16 | RED |
| CoLP ORG 10 | Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations | Efficiency & Effectiveness | AC Ops | Major | Unlikely | 8 | AMBER | ➔ | Major | Unlikely | 8 | AMBER |
| CoLP ORG 11 | Vulnerability of Force IT network security being compromised. Including data exfiltration, denial of service, ransomware and other malicious activity across the force network and systems that would have a direct impact on operational effectiveness and capability. | Efficiency & Effectiveness | AC NLF | Extreme | Possible | 16 | RED | ➔ | Extreme | Unlikely | 16 | RED |
| CoLP ORG 12 | Failure to deliver Target Operating Model (TOM) | Efficiency & Effectiveness | Commissioner | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |
| CoLP ORG 13 | Loss of public confidence in professionalism and trust with Force | Efficiency & Effectiveness | AC Ops | Major | Possible | 12 | AMBER | ➔ | Major | Unlikely | 8 | AMBER |

| Ref | Operational Risks | Associated Policing Plan Priority | Owner | Impact | Likelihood | Score | Traffic Light | Trend | Target Impact | Target Likelihood | Target Score | Target Traffic Light |
|-------------------|--|--|---------------------|---------|------------|-------|---------------|-------|---------------|-------------------|--------------|----------------------|
| CoLP OP 01 | Realisation of a Terrorist Event with inadequate Force response | Keep people who live, work and visit the City Safe | Commander Ops | Major | Unlikely | 8 | AMBER | ➔ | Major | Unlikely | 8 | AMBER |
| CoLP OP 02 | Failure to respond to OCG activity | Keep people who live, work and visit the City Safe | Commander Ops & NLF | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |
| CoLP OP 03 | Failure to contain a public order event | Keep people who live, work and visit the City Safe | Commander Ops | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |
| CoLP OP 04 | Inadequate response to a Civil Emergency | Keep people who live, work and visit the City Safe | Commander Ops | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |
| CoLP OP 05 | Failure to respond to CSE within City | Keep people who live, work and visit the City Safe | Commander Ops | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |
| CoLP OP 08 | Lack of resilience in Force Control room hampers ability to respond | Keep people who live, work and visit the City Safe | Commander Ops | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |
| CoLP OP 09 | Lack of capacity and skills officers' hampers ability to investigate homicides | Keep people who live, work and visit the City Safe | Commander Ops | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |

| Ref | Operational Risks | Associated Policing Plan Priority | Owner | Impact | Likelihood | Score | Traffic Light | Trend | Target Impact | Target Likelihood | Target Score | Target Traffic Light |
|------------|--|--|---|---------|------------|-------|---------------|-------|---------------|-------------------|--------------|----------------------|
| CoLP OP 10 | Force Cyber Crime Unit ability to respond to a Cyber Threat impacting City businesses or residents | Protect the UK from the threat of Economic & Cyber Crime | Commander Ops | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |
| CoLP OP 11 | Failure of performance as National Lead Force | Protect the UK from the threat of Economic & Cyber Crime | Commander NLF | Extreme | Unlikely | 16 | RED | ➔ | Extreme | Unlikely | 16 | RED |
| CoLP OP 12 | Failure to utilise Action Fraud reports and Intelligence | Protect the UK from the threat of Economic & Cyber Crime | Commander NLF & Service Delivery Director | Major | Unlikely | 8 | AMBER | ➔ | Major | Unlikely | 8 | AMBER |
| CoLP OP 13 | Failure to maintain existing services within Action Fraud System | Protect the UK from the threat of Economic & Cyber Crime | Service Delivery Director | Major | Unlikely | 8 | AMBER | ➔ | Major | Unlikely | 8 | AMBER |
| CoLP OP 14 | Failure of High profile/risk Investigation | Protect the UK from the threat of Economic & Cyber Crime | Commander NLF | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |
| CoLP OP 15 | Failure to tackle OCGs operating within the City/Nationally committing economic and/or cyber crime | Protect the UK from the threat of Economic & Cyber Crime | Commander Ops & NLF | Serious | Unlikely | 4 | GREEN | ➔ | Serious | Unlikely | 4 | GREEN |

| Ref | Operational Risks | Associated Policing Plan Priority | Owner | Impact | Likelihood | Score | Traffic Light | Trend | Target Impact | Target Likelihood | Target Score | Target Traffic Light |
|-------------------|--|---|---------------------|---------|------------|-------|---------------|-------|---------------|-------------------|--------------|----------------------|
| CoLP OP 16 | Drop in victim satisfaction with services delivered by the Force | Putting the victim at the heart of everything we do | Commander Ops & NLF | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |
| CoLP OP 17 | Force positive outcome rate for all crime decreases | Putting the victim at the heart of everything we do | Commander Ops | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |
| CoLP OP 18 | Force is not able to provide the services required to look after vulnerable victims | Putting the victim at the heart of everything we do | Commander Ops & NLF | Major | Unlikely | 8 | AMBER | ➔ | Major | Unlikely | 8 | AMBER |
| CoLP OP 19 | Force unable to respond to victims within City within adequate timescale due to failure in process | Putting the victim at the heart of everything we do | Commander Ops | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |
| CoLP OP 20 | ECVCU unable to deliver requisite services | Putting the victim at the heart of everything we do | Commander NLF | Serious | Possible | 6 | AMBER | ➔ | Serious | Possible | 6 | AMBER |

Changes to Risk Profile Since Last Update

5. Risk COLP OP 06 “Estate does not meet operational requirements” has been downgraded from a red risk to an amber risk having met its target score due to the progress made on the new Force Estate project
6. Risk COLP OP 09 “Lack of capacity and skills officers’ hampers ability to investigate homicides” has been downgraded from an amber risk to a green risk having met its target score due to progress made with specialist recruitment and training pipeline plans.
7. Risk COLP ORG 14/15 – as the Police Uplift Programme has now been delivered risks ORG 14/15 are no longer areas of uncertainty and have been closed as risks.
8. Two issues pertaining to vetting have been downgraded from Red priority to Amber priority due to improved capacity within UKSC and the conclusion of the Police Uplift Programme.
9. A new issue “Sickness working days lost for officers and staff currently over target” has been added to the Issue Log with a number of mitigating actions and oversight at the internal People Board.

Risk Of Concern

10. As highlighted in the last update, based on the current profile there are two risks of concern that City of London Police is seeking to mitigate and which are now being managed as issues within City of London Police (risk that have been realised) these are:
 - **Rise in Violent Crime**
 - **Rise in Acquisitive Crime**
11. A suite of operational measures has been put into place to ensure we combat the rise in criminality and work to protect the public within the City reducing the impact crime has on residents, workers and visitors within the City.
12. The crime levels are scrutinised on a quarterly basis through City of London Police’s Performance Board Chaired by Assistant Commissioner Operations and Security which provides strategic direction for tasking and work to target criminality. Crime is monitored and tasking takes place at the monthly Tactical Tasking and Coordination Group (TTCG) and through local directorate performance monitoring in order to direct resourcing to hotspots and tackle any rising trends.
13. Both of these risks are the subject of a deep dive at the request of RREC at this meeting (originally on the agenda at the February 2023 meeting but subject of deferral to the May meeting at the direction of the Chair.

Conclusion

14. The risk profile of City of London Police is continually reviewed and updated to ensure it remains relevant. The Police Authority is kept informed of the Force Risk Profile as part of a quarterly update schedule to ensure they are briefed on new and emerging risks and any significant change in existing risk scores as part of City of London Police's assessment of its own risk profile.

Appendices

- Appendix 1 – Risk Scoring Criteria
- Appendix 2 – Force Risk Registers (Operational and Organisational) (Non-Public)
- Appendix 3 – Force Issue Log (Non-Public)

Appendix 1: Risk Scoring Criteria

(A) Likelihood criteria

| | Rare (1) | Unlikely (2) | Possible (3) | Likely (4) |
|-------------|--|--|---|---|
| Criteria | Less than 10% | 10 – 40% | 40 – 75% | More than 75% |
| Probability | Has happened rarely/never before | Unlikely to occur | Fairly likely to occur | More likely to occur than not |
| Time period | Unlikely to occur in a 10 year period | Likely to occur within a 10 year period | Likely to occur once within a one year period | Likely to occur once within three months |
| Numerical | Less than one chance in a hundred thousand (<10-5) | Less than one chance in ten thousand (<10-4) | Less than one chance in a thousand (<10-3) | Less than one chance in a hundred (<10-2) |

(B) Impact criteria

| Impact title | Definitions |
|--------------|--|
| Minor (1) | Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives. |
| Serious (2) | Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives. |
| Major (4) | Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people. Objectives: Failure to achieve a strategic plan objective. |
| Extreme (8) | Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective. |

(C) Risk scoring grid

| | | Impact | | | | |
|------------|--------------|------------|------------|-------------|------------|-------------|
| | | X | Minor (1) | Serious (2) | Major (4) | Extreme (8) |
| Likelihood | Likely (4) | 4 Green | 8 Amber | 16 Red | 32 Red | |
| | Possible (3) | 3 Green | 6 Amber | 12 Amber | 24 Red | |
| | Unlikely (2) | 2 Green | 4 Green | 8 Amber | 16 Red | |
| | Rare (1) | 1 Green | 2 Green | 4 Green | 8 Amber | |
| | X | | | | | |

(D) Risk score definitions

| | |
|--------------|--|
| RED | Urgent action required to reduce rating |
| AMBER | Action required to maintain or reduce rating |
| GREEN | Action required to maintain rating |

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

Agenda Item 15

| | |
|--|--|
| Committee(s): Professional Standards and Integrity Committee Police Authority Board | Dated: 9 th May 2023 24 th May 2023 |
| Subject: Quarterly Equality and Inclusion Update | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | 1 and 3 |
| Does this proposal require extra revenue and/or capital spending? | N/A |
| If so, how much? | N/A |
| What is the source of Funding? | N/A |
| Has this Funding Source been agreed with the Chamberlain’s Department? | N/A |
| Report of: Commissioner of Police Pol 58-23 | For Information |
| Report author: Detective Superintendent Kate MacLeod, T/Chief Superintendent Sanjay Andersen, Head of Professionalism and Trust | |

Summary

This report provides an update regarding Equality & Inclusion(E&I) activity within the Force from a national and local perspective since the last report to your Committee in February 2023. Appendix A provides a number of slides to outline our delivery of the current E&I Strategy. Appendix B gives a detailed update on the Police Race Action Plan and CoLP activity.

The report also includes highlights of activity regarding the E&I workstreams.

The CoLP is currently reviewing reporting across all areas of E&I, with a view to streamlining our regular updates to Committees and consolidating these where possible as there are many areas where the work cross cuts with other existing workstreams.

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

- a. The Delivery Plan provided in Appendix A represents a consolidated Plan for all outstanding deliverables across the below plans:
- National Police Chiefs Council (NPCC) Equality & Inclusion (E&I) Plan;
 - Police Authority Board (PAB) recommendations;
 - Tackling Racism Taskforce (TRTF) recommendations;
 - Black and Minority Ethnic Action Plan, and
 - Lesbian, Gay, Bi-sexual and Transgender + (LGBT+) Action Plan.

The Plan is arranged in cross cutting workstreams and is regularly updated for internal and external review and scrutiny, most recently discussed at the E&I Strategic Board which took place on 28th April 2023.

The CoLP is currently reviewing reporting across all areas of E&I, with a view to streamlining our regular updates to Committees and consolidating these where possible as there are many areas where the work cross cuts with other existing workstreams.

Current Position

b. **National updates:**

A progress update on the National Police Race Action Plan (PRAP) was presented to Chief Constable's Council on 29th March 2023, including feedback from Abimbola Johnson, Chair of the Police Independent Scrutiny & Oversight Board (ISOB)¹. As a result of this discussion, a decision has been made to postpone release of the next iteration of the plan to ensure that:-

- Stakeholder feedback on the plan has been thoroughly examined, considered, and stakeholders updated prior to any publication;
- The findings of the Casey Review can be considered and linked to the Plan;
- The Plan includes commentary, examples and case studies from key stakeholders, including ISOB, and contributing forces.

The National Police Chiefs Council (NPCC) and College of Policing have also recently highlighted progress made since the plans launched in May 2022, key areas of work as follows:-

- Detailed proposals for a National Data Transparency Strategy for the police service. The strategy aims to drive transparency, accountability and integrity in policing, by ensuring that police data is clear and accessible, 'open by

¹ [About the Chair | ISOB \(policeisob.co.uk\)](https://www.policeisob.co.uk/about-the-chair)

default' and 'usable to all'. Proposals were submitted to the Chief Constables' Council (CCC) in January 2023 for approval.

- Development of an annual ethnicity pay gap report for policing. This work is underway. The results of icebreaker force activity and a timeline for national adoption will be submitted the CCC in April 2023 for approval.
- Introduction of a single definition of 'disproportionality'. Work is underway on this definition for use by forces to ensure more consistent, effective and transparent assessment of policing activities across England and Wales.
- Design of specific activities in response to the results of the inaugural 'Our Black Workforce' survey, published in December 2022, to build on the positive experiences of Black officers and staff, and to address their challenging experiences.
- Introduction of revised NPCC guidance on body-worn video cameras in 2022, which set out criteria for their consistent use.
- Changes to the curriculum for initial entry routes into policing, to ensure that new officers have a greater understanding of the experiences of Black communities and their relationships with policing. Role-specific reviews for serving officers and staff are ongoing.
- Evaluation of new police and public safety training to help police officers manage conflict situations effectively, safely and – where appropriate – without using force. Service-wide implementation of the training begins from April 2023.
- Piloting the recording of vehicle traffic stops, which is not a requirement under current legislation. This action shows the determination to challenge established practices, identify and address disparities, and – if required – build a case for reform. An update on the pilot, with a recommended route for national implementation, will be presented to the Chief Constables Council.
- Development of a National Mentoring Scheme, a pilot programme that will start soon, which will see Black professionals and executives providing peer support and mentoring to chief officers in policing.

c. Local updates:

CoLP Response to Recent Reports

The independent review into the standards of behaviour and internal culture of the Metropolitan Police Service was published on 22nd March 2023, generating widespread media coverage and significant debate. It was felt important that we had internal conversations on the key findings; hence the Commissioner calling an extraordinary meeting for all Senior Leaders on the day after publication to gain initial impressions and ideas; something which has been encouraged throughout the organisation. The Commissioner and Assistant Commissioner have also met with our staff network leads to discuss the report and will be focusing on the learning in the Senior Leadership Forum in June.

Our Professionalism & Trust team and Strategic Development are now in the process of leading our response to this final review. We have already completed an assessment (following the initial Casey report and other high-profile reviews in this

area such as Op Hotton²). We have now assessed the recommendations in this final Casey report which we have mapped to existing activity and any gaps identified. A more detailed report regarding the Baroness Casey Review was reported the Police Authority Board on the 2nd May 2023 and is also included on this agenda.

Police Race Action Plan

The force's Professionalism & Trust Team have captured recommendations from a number of areas (Government, Policing and Internal Culture) to create our own Localised Race Action Plan. This is currently being reviewed by our staff networks, with a number of actions identified across 4 key areas:-

- Internal Culture
- Use of force
- Communities and Relations
- Protection from Victimisation

We will be publishing our plans later this Summer once action owners and KPIs have been agreed.

Members will note a separate detailed update for Race is included in this pack at Appendix B and provides a summary of the force's work in this area over the previous 6 months, including:-

- Focus on events & Black History Month
- Our Inclusivity Programme
- Sponsorship Programme
- Positive Action Leadership Scheme
- Support for Promotion

Violence Against Women and Girls

Members will note that a separate detailed report for Violence against women and girls is included on the Committee agenda and references the following:-

- Listening Circles
- White Ribbon Accreditation
- HeforShe Relaunch
- DA Matters Training
- Walk and Talk Initiative
- Op Reframe

Public Sector Equality Duty (PSED) Report:

The Public Sector Equality Duty Report was published at the end of March 2023, it contains the force's workforce data which relates to the 9 protected characteristics

² [Operation Hotton Learning report - January 2022.pdf \(policeconduct.gov.uk\)](#)

represented in the Equality Act. Members are asked to please note progress highlights against our two equality objectives, set in 2020:-

Objective 1: Increase the number of Black and Minority Ethnic and female officers to be reflective of the London population.

- There has been a slight increase in the force’s diversity representation, from 185 Black and Minority Ethnic staff and officers (or 13.6% of the workforce) in 2021 to 206 Black and Minority Ethnic staff and officers (or 13.9% of the workforce) in 2022.
- There has been an increase in the number of females being promoted in previous years, from 9 officers and 13 staff in 2021 to 11 officers and 30 staff in 2022.
- The acting/temporary promotion opportunities for our female offices and staff have increase over the reporting period.

Objective 2: Increase the number of officers and staff self-declaring their protective characteristics.

The table below shows disclosure rates for 2022, these are not significantly different to 2021 data- there is a slight increase in sexual orientation disclosure rates but a decrease for disability.

| Characteristic at 31 December 2022 | Disclosure rate (%) |
|---|----------------------------|
| Age | 100 |
| Disability | 20 |
| Ethnicity | 98 |
| Gender | 100 |
| Religion or Belief | 54 |
| Sexual Orientation | 54 |
| Transgender | 29 |

Human Resources has reviewed the PSED report for 2022, the Force will continue to work on the objectives with the aim of making further progress. Our recent uplift programme has witnessed tangible gains in terms of gender parity and diversity, the Force recognises that this work must continue.

Gender Pay Gap 2022

The City of London Police’s Gender Pay Gap Data (GPGD) results only relate to police officers, results for our police staff colleagues are contained within the Corporation results.

The Gender Pay Gap, considers any contractual element relevant to pay (pay scale & rank) and includes basic pay, London Weighting / Allowance, Housing Allowance / Rent, Thresholds, and Specialist Allowances i.e. Dog Handlers. As of 31 March 2022, the overall Gender Pay Gap for City of London Police was:

| Mean Hourly Rate | Median Hourly Rate |
|------------------|--------------------|
| -1.5% | 0% |

Meaning that for every £1 a male officer earns, a female officers earns £1.02, representing a 2p variance in favour of women. There is no gender pay gap when examining the data at a median hourly rate.

Although our force performs well in relation to our general gender pay gap, this looks slightly different for our distribution of bonus payments. Out of 842 officers, bonus payments were given to 123 (15%) police officers, of which 109 (89%) were male and 14 (11%) female. As such, 17.1% of all male police officers received a bonus compared to 6.9% of all female police officers. However, as bonuses can be role specific in policing this may have had an impact on this outcome for example in Firearms, where the Force is running a campaign to attract more female members.

In understanding these figures better, the force is committed to better capturing equality data going forwards, including data on training (including student officers), course allocation, allocation of projects, mentoring opportunities and exiting the force.

A number of initiatives are underway in this area, including:-

- 'Leading with Impact', a course targeted at self-developing female officers and staff who aspire to become managers from PC to Sergeant and Sergeant to Inspector.
- 'Positive Action Leadership Scheme' (PALs) and Sponsorship programme which are both aimed at developing our Black, Asian and other Ethnic Minority officers and staff (more detail can be found in the Race Plan overview document).
- Plans under recruitment i.e. a committed equal opportunities employer with adverts actively encouraging applications from under-represented groups and being readily available / accessible to such groups in the first instance.
- Ensuring that pay is standardised across entry pathways, promotion equality of opportunity.
- Exploring options for student officers to apply for flexible working patterns to encourage women to join the police who have caring commitments.
- Targeted recruitment and selection of under-represented groups to specific roles e.g. Firearms

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

1. Recruitment and Onboarding

In addition to the points discussed above relating to the Public Sector Equality Duty report, HR are also currently working with Organisational Development Practitioners to review our Promotion Processes for officers. Working groups have taken place

across the force and we are now working with this feedback to create our new frameworks.

The aspirational workforce targets that were set in 2022 have been reviewed to ensure that CoLP are moving in the right direction, particularly with Black and Minority Ethnic and female candidates. Following the student officer processes, which included a direct entry detective route and Police Now, we have seen a significant increase in applicants who identify as Black and Minority Ethnic and female. We are working to ensure this trend continues.

2. Health & Wellbeing

There has recently been a change in ownership for this strand, with our new Lead engaging with members of the workforce to create a new working group. This group will include key business leads and specialist advisors to help with the delivery of core objectives. Due to the changes in leadership there is little to report in addition to the previous update, a reminder of some of this activity:-

- April 2023 saw the launch of a new partnership with Alcoholics Anonymous to help provide support and guidance for our detainees, recent research shows that 49% of detainees in Custody report addiction issues.
- Completion of 'Better listening' campaign training in collaboration with the Samaritans charity.
- Embedding of Mental Health first aiders (20 officers)
- Continuation of Collaboration with Police Mutual with the cost of living crises, including 'focus on' talks and pop up stands for 'in person' advice and support.
- Refresh of Occupational Health (OH) communication package, created as a quarterly force wide update to highlight the good work within the OH team and sign-post colleagues to their services.
- Refresh of the Wellbeing strategic document (2023 version).
- Completion of the PEEL HMICFRS inspection where good feedback was received from the focus groups / reality testing feedback within the PEEL process.

3. Community Engagement

- Stephen Lawrence day 29/4/23 – over 100 young people invited to discuss legacy, with a number of speakers & opportunity for student officers to engage with young people re critical topics such as stop & search & will contribute towards Race action plan.

- Amazon Schools Project successfully ran in September 2022 bringing together 50 16-24 year olds – next event will be 20th June 2023 – focus on young people and stop and search.
- Volunteer Police Cadets (VPC) continues to impact across the City Police Area. The Unit is now 34 strong, with applications consistently being received. There remains good gender parity and diverse representation (15 male and 20 females; 17 cadets have self-identified as from an ethnic minority background). In addition, the City of London Prep school (a joint venture between City of London Girls School and City of London Boys School) have expressed willing to host a Junior Cadet Unit which is being progressed to start.
- Youth IAG is progressing, SOP has been drafted + benchmarking taking place. Partnership and Prevention (P&P) hub is now actively recruiting young people to join via City of London academies.
- Partnership led community high vis days have continued (last one 20/4/23 Op Rocotto- with Security Industry across City).
- The Strategic Research & Analysis Unit have produced a CoLP Community Profile –pulling together data from various sources to provide a picture of the various groups within the City of London and map its diverse communities. This profile will be continually updated with the Census results later this year. This along with our calendar of events and meetings will be published on the internet. Update: Updated profile requested via Strategic Research & Analysis Unit (incorporating latest Census data) – once complete, will be shared for awareness.
- Cluster panels continue across the City quarterly with a number of local promises / priorities being set
- Op Reframe for Night time Economy continues.
- Life Skills programme in City Schools launched in Aldgate School (3 schools this year 1 2024). Neighbourhood officers will be trained to deliver the training package in Schools, affording valuable time for youth engagement and early intervention.
- Partnership & prevention hub being fully staffed to concentrate on key thematic areas such as mental health, using uplift Dedicated Ward Officers (DWO) .
- During probationary period our new officers complete:- business engagement session, working with cadets, school engagement and attendance at cluster meetings. Projects and work will be linked to these activities following evidenced based policing criteria. Our People Inclusivity Strategy includes a PDR objective linked to a community module. An opportunity for staff to identify an initiative linked to diversity, inclusion, values in their own local community. Colleagues will then engage in person for half a day in that project & complete reflective practice in the form of a blog, journal or PDR entry
- IASG scrutiny of stop search forms and Body Worn Video (BWV) continues to develop. Working with East London University to utilise students to further enhance stop and search scrutiny, being progressed.

Key next steps to be made:

- Support the formation of Business Improvement Districts Sounding Boards (akin to a business IAG) to sense check operations/initiatives in Force.
- Following Neighbourhood Policing Peer Review (Surrey Police) there is an opportunity to utilise partner data sets quickly via 'Acorn' to map communities better – P&P Hub to research.
- Recruitment for Special Constabulary now live, aim to recruit further officers into the new model in 23-24.
- Neighbourhood Policing improvement board started at the end of April and will focus on the 7 neighbourhood principles & response to Peel recommendations.
- Refreshed ASB steering group being held in June under safer city partnership looking at partnership response to ASB.

4. Leadership & Culture

- An update on the Force's Inclusivity Programme is included in the attached Race Action Plan update. 3 further online launch sessions are planned for May and the programme is being featured in the next College of Policing digital magazine highlighting good work in this area.
- The CoLP has rolled out Active Bystander Training in April 2023, with Chief inspectors and police staff equivalents and above (Grade F and above) encouraged to sign up to one of four, 2-hour sessions taking place in April and May. This will help to ensure that our Senior Leadership Team fully understand their role as leaders in tackling such behaviour and supporting their staff to do the same. It's intended that all colleagues take part in this training later in the year following the next step 'train the trainer' in force. Senior Leaders from the Corporation and our IASG (Independent Advisory Scrutiny Board) have been invited to these sessions.
- CoLP's Data Bias Working Group concluded its year-long review of this subject area. Proposals will be brought to the July Equalities & Inclusion Strategic Board for consideration and approval.
- The results of CoLP's annual workforce survey have been shared with staff. Unit / team heads have now produced local action plans, to address areas of improvement.

Key Next Steps

- Monitor participation in the forthcoming series of Our People – Inclusivity events.
- Monitor participation and collate feedback from our Active bystander training, to inform how we roll this out to the remainder of the force.
- Ensure that a programme of follow-on inclusivity events is published on City Net and that supervisors include mandatory participation in 2023/24 PDR objectives.
- Formalise data bias work within the existing force governance structure - including the integration of the NPCC's Data Literacy Framework (decision paper to be submitted to E&I Strategic Board).

- Review annual staff survey results (leadership & culture related responses) - and ensure that areas for improvement are reflected in unit / team action plans.
- Finalise the plan for Forces annual Equalities & Inclusion award.

5. Retention and Exiting the organisation

Earlier this year, the Strand Lead organised a workshop for all employees to discuss the revised draft mapping process, using the four key areas. These have been embedded into a revised exit mapping process that captures the learning and feedback from previous working groups, the key areas are:

- Work Strand 1 – The identification and recording of data use.
- Work Strand 2 – A review and agreement of the Exit Interview process.
- Work Strand 3 – Exit interview questions.
- Work strand 4 – Retention conversations.

Next steps are for the new EDI Strand working group, which is made up of key specialist advisors and departments, to implement and embed the recommended changes. The working group will continue to consult with key stakeholders, staff support representatives and force employees.

Conclusion

The Force Continues to progress the work strands under Equality and Inclusion as a priority.

Appendices

- Appendix A – EDI strand lead updates
- Appendix B – Police Race Action Plan – CoLP 6 month overview

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| Workstream | Retention and Exiting | Owner | T/DCS Bradford | Date | 26/04/23 | Project RAG | | Benefit RAG | |
|--|-----------------------|-------|----------------|--|----------|-------------|--|-------------|--|
| Workstream objectives | | | | Priority Deliverables | | | | | |
| <p>The workstream objectives have been re-ordered according to the chronology of the “leaving process” and aligned to the references in the wider plan.</p> <ul style="list-style-type: none"> Undertake a review of what roles within the organisation could most benefit from greater flexibility in staff entering and exiting (#48) Ensure policies and procedures are in place to identify why staff with protected characteristics leave the service (#7) Undertake a review of process for exit from service procedures (#44) Undertake a full review of retention/leaving data (#22) Widely readvertise re-joining options (#47) Utilise positive action principles to proactively contact officers and staff within two years of them exiting the organisation to encourage them to return (#38) Consider national policies to allow exit and re-entry into the organisation (#45) <ul style="list-style-type: none"> KPI objectives are required for the two stages – Stage 1 is before the person has actually left the organisation Stage 2 is after the person has left the organisation. | | | | Description | | Date | | | |
| | | | | Agree a new process map for our exiting employee journey | | 01/11/22 | | | |
| | | | | Draw best practice and academic research on the topic of retention and exit interviews | | 01/11/22 | | | |
| | | | | Seek additions/alteration to HR held SOP | | 01/12/22 | | | |
| | | | | Implement the cultural change for adding retention conversations to BAU | | 01/01/23 | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| Progress since last update | | | | Key next steps | | | | | |
| <p>Progress update has seen continued support to the strand lead and cooperation from Kam, HR and the SSN’s and SSA’s. I have identified four key work strands needed to deliver change/improvement.</p> <p>Work strand 1 – The identification and recording of data use.</p> <p>We need to baseline how the HR data from exit interviews should be used <i>in theory</i> versus our experiences in day-to-day process. The two workshops undertaken to date have drawn out initial discussions. It is noted that the recent change of the sharing and use of EI data transferring from Performance Board to People Board is expected to improve the opportunity to learn from this data.</p> <p>Work strand 2 – A review and agreement of the Exit Interview process.</p> <p>In 2021 (estimate) a swim-lane process map was devised and saved as the “to be” process. Drafted by David Cleverley and HR SMT, this sought to improve the EI process but there does not appear to have been wider consultation or sign-off.</p> <p>A new (draft) process has been mapped out with an accompanying narrative with a view to have further consultation later in autumn 2022.</p> <p>In precis, this adds a "retention conversation" as part of BAU line-management, at least two "retention conversations" within the notice period and suggests a two-tier data capture phase within the notice period and greater responsibility for line managers.</p> <p>Work strand 3 – Exit interview questions.</p> <p>It is unknown when the last review of the EI questions was undertaken. DCI Lee Parish is supporting this strand and working with HR to review and to consider the implementation of the two-tier data capture.</p> <p>Work strand 4 – Retention conversations.</p> <p>Linked to work-strand 2, improved support and advice to all levels of line management are needed to improve the culture towards “retention conversations”. They should be had in advance of someone getting to the point where they’ve made the decision to leave the organisation.</p> | | | | <ul style="list-style-type: none"> Reconvene the working group to consult and agree the new process map. Consult on how to implement a cultural change for retention conversations in BAU line management. Complete the research with “other” forces to seek existing good practice on a toolkit for greater line manger training for retention conversation and exit interviews. Consider the College of Police, HO and NPCC report on research into recent "police leavers“ The next step is to create a working groups with HR and specialist advisors to help embed the new mapping process into the current exiting and retention processes, training and create KPIs. A Terms of Reference document has been proposed to support the work of the new working group. | | | | | |

| Workstream | Leadership & Culture | Owner | Ch Supt AF/NFIB | Date | 28/04/23 | Project RAG | | Benefit RAG | TBD | | |
|---|----------------------|-------|-----------------|---|----------|-------------|--|-------------|-----|--------------------|--|
| Workstream objectives | | | | Priority Deliverables | | | | | | | |
| <ul style="list-style-type: none"> Leaders to ensure they create an inclusive culture within the organisation Create a culture where people feel confident to share their protected characteristics Encourage leaders to continuously improve their approach to inclusivity and ensure learning is regular and ongoing Develop a framework of champions and senior leaders to drive forward CoLP's E&I agenda and work with internal and external partners to promote activity Recognise and reward good work and bravery across E&I Undertake annual workforce surveys Further develop consultation and feedback mechanisms that enable all staff to take part in broad organisational decision making Scope partnership and secondment opportunities outside the organisation to enhance and build new skills in leaders | | | | Key Deliverable / Key Performance Indicator | | | | | | Target Date | |
| | | | | Launch internal staff gateway events (<i>Our People – Inclusivity Programme</i>) | | | | | | Complete | |
| | | | | KPI: 100% of <u>eligible</u> and <u>available</u> staff have attended one of the mandatory inputs | | | | | | 03/23 | |
| | | | | Develop an E&I secondment framework for leaders / volunteers | | | | | | Complete | |
| | | | | KPI: Number of staff members engaged in external secondments / support to voluntary organisations (positive direction of travel) | | | | | | Q4 23/24 | |
| | | | | KPI: Annual Staff Survey - positive direction of travel for leadership & culture related responses | | | | | | Q3 23/24 | |
| | | | | Complete a data bias review and recommendations | | | | | | 06/23 | |
| | | | | Introduce an annual E&I award as part of future event | | | | | | 03/23 | |
| | | | | Further develop Diversity Allies Scheme | | | | | | Q2 23/24 | |
| Progress since last update | | | | Key next steps | | | | | | | |
| <ul style="list-style-type: none"> Over 750 members of CoLP's staff have attended one of the force's <i>Our People – Inclusivity Programme</i> events. These two-hour sessions, hosted at the Aviva building, provide a gateway to the force's wider programme of activities (being rolled out across 2023). Take up has been slower than expected, mainly as a result of the requirement to cancel or re-schedule events due to national rail strikes. Additional virtual sessions are scheduled to take place across May to provide further opportunities for staff. The force's data bias working group concluded its year-long review of this subject area. Proposals will be brought to the July E&I Strategic Board for consideration and approval. The results of CoLP's annual workforce survey have been shared with staff. Unit / team heads have now produced local action plans, to address areas of improvement. CoLP has agreed a basic framework for external secondments; this will facilitate short E&I secondments up to 20 days. | | | | <ul style="list-style-type: none"> Monitor participation in the forthcoming series of <i>Our People – Inclusivity</i> events. Ensure that a programme of follow-on inclusivity events is published on City Net and that supervisors include mandatory participation in 2023/24 PDR objectives. Formalise data bias work within the existing force governance structure - including the integration of the NPCC's <i>Data Literacy Framework</i> (decision paper to be submitted to E&I Strategic Board). Review annual staff survey results (leadership & culture related responses) - and ensure that areas for improvement are reflected in unit / team action plans. Finalise the plan for CoLP's annual E&I award. | | | | | | | |

[Key Performance Measures](#)

Police Community Encounters – Use of Powers

- Dip sampling of key police community encounters (stop and search / use of force / Road Traffic stops/ Firearms stops - internal senior officer dip sampling:
 - Number sampled past month
 - Number identified with learning
 - Number identified as best practice
- IASG feedback on key police encounters stop and search / use of force / Road Traffic stops / firearms stops.
 - Number sampled / observed past month
 - Number identified with learning
 - Number identified as best practice

Community confidence / victim surveying measures

- Confident & satisfied with City of London Police Actions
- Reducing the BAME & Gender satisfaction gap in survey data

Number of community events attended

- Number of community events attended over the last month
- Outreach recruitment events expression of interest by ethnicity & gender

| <ul style="list-style-type: none"> Establish a Silver Group to lead on community engagement E&I activity including outreach and attraction for recruitment Host community based outreach sessions for engagement and recruitment Establish longer term engagement with schools and colleges in order to attract and nurture future talent and introduce young people to policing Work with local strategic partners to develop a shared data set that will allow for a better understanding of the communities we serve Utilise data sets to better inform and identify areas of disproportionality and the negative impact on local communities Engage in a calendar of events with the local community to promote good relations Identify and engage with diverse communities to address possible adverse perceptions of the police service so that satisfactions levels improve across all communities Undertake meaningful involvement and consultation with local communities to review such tools as Stop and Search and Use of Force Evolve our force to be culturally competent to deliver legitimate and meaningful community policing | Description | Date |
|--|---|-----------|
| | Commence recruitment outreach plan | Completed |
| | Map city communities / key individuals, calendar of engagement events | Completed |
| | Launch inaugural 12 week schools project across the city | Completed |
| | Set proposed key performance indicators for activity | Completed |
| | Launch community based cluster panels | Completed |
| | Pilot LGBT+ advisor network | Completed |
| | Involve community in scrutiny of S/S, UoF wider police training | Ongoing |

| Progress since last update | Key next steps |
|----------------------------|----------------|
|----------------------------|----------------|

| | |
|--|--|
| <ul style="list-style-type: none"> Amazon Schools Project successfully run in September bringing together 50 16-24 year olds – next event will be 20th June – focus on young people and stop and search. VIA continues to impact across the City Police Area. The Unit is now 34 strong, with applications consistently being received. There remains good gender parity and diverse representation (15 male and 20 females; 17 cadets have self-identified as from a B.A.M.E background). In addition, the City of London Prep school (a joint venture between CLSG and CLS Boys) have expressed willing to host a Junior Cadet Unit which is being progressed to start. Youth IAG is progressing, SOP has been drafted + benchmarking taking place. P&P hub are now actively recruiting young people to join Via of London academies. Earl May launch anticipated. Partnership led community high vis days have continued (last one 20/4/23 with Security Industry across City) Stephen Lawrence day 29/4/23 – over 100 young people invited to discuss legacy, with a number of speakers & opportunity for student officers to engage with young people re critical topics such as stop & search & will contribute towards Race action plan. The Strategic Research & Analysis Unit have produced a CoLP Community Profile –pulling together data from various sources to provide a picture of the various groups within the City of London and map its diverse communities. This profile will be continually updated with the Census results later this year. This along with our calendar of events and meetings will be published on the internet. Update: Updated profile requested via Strategic Research & Analysis Unit (incorporating latest Census data) – once complete, will be shared with all LP officers for awareness. Cluster panels continue across the City quarterly with a number of local promises / priorities being set. For residential areas we will look to make these meetings monthly going forward. A number of task and finish groups have been set up to target ASB in for example the Barbican, Golden Lane Estate responding directly to community concerns. Work is progressing re updating the CoLP website with enhanced information re neighbourhood policing activity (aim to be completed 24/4/23) The Forces response to the NTE is currently being reviewed by Local Policing with plans to maximise visibility, provide reassurance and increase partnership working through activities such as Op Reframe (Welfare Hubs in Hot Spot locations). Update: Op Reframe continues to be held monthly, each with a different policing theme (Safer Travel Feb 24th). Walk and Talk initiative was launched 20/4/23 with 10 MOPs taking part. Life Skills program in City Schools launched in Aldgate School (3 schools this year 1 2024) Neighbourhood officers will be trained to deliver the training package in Schools, affording valuable time for youth engagement and early intervention. Partnership & prevention hub being fully staffed to concentrate on key thematic areas such as mental health, using uplift DWO officers are being increased to 18 from 12. During probationary period our new officers complete; business engagement session; working with cadets; school engagement, attendance at cluster meetings. Projects and work will be linked to these activities following evidenced based policing criteria. Our People Inclusivity Strategy includes a PDR objective linked community module. An opportunity for staff to identify an initiative linked to diversity, inclusion, values in their own local community. Colleagues will then engage in person for half a day in that project & complete reflective practice in the | <ul style="list-style-type: none"> Support the formation of Business Improvement Districts Sounding Boards (akin to a business IAG) to sense check operations/initiatives in Force. Continue to increase Nextdoor membership through residential flyer (sending Feb). Following Neighbourhood Policing Peer Review (Surrey Police) there is an opportunity to utilise partner data sets quickly via ‘Acorn’ to map communities better – P&P Hub to research. Recruitment for Special Constabulary now live aim to recruit a further 40 officers by end of Q1 2024 Neighbourhood Policing improvement board commences w/c 24/4/23 and will focus on the 7 neighbourhood principles & response to Peel recommendations Continue to develop cluster panel attendance through a comprehensive media strategy Continue outreach to ensure our recruitment pool remains diverse for 23/24 intakes, police staff and Special Constabulary. Debrief re PUP success taking place w/c 24/4 to ensure best practice re attraction fed into new recruitment campaigns. New process to record ethnicity and other demographics being developed re sec 163 RTA stops to understand disproportionality Refreshed ASB steering group being held in June under safer city partnership looking at partnership response to |
|--|--|

| | | | | | | | | | |
|------------|----------------------------------|-------|----------------|------|----------|-------------|--|-------------|--|
| Workstream | Recruitment, Onboarding and L&OD | Owner | Director of HR | Date | 25/04/23 | Project RAG | | Benefit RAG | |
|------------|----------------------------------|-------|----------------|------|----------|-------------|--|-------------|--|

| Workstream objectives | Priority |
|-----------------------|----------|
|-----------------------|----------|

| | | |
|--|---|------------|
| <ul style="list-style-type: none"> CoLP to undertake detailed analysis of workforce data and produce aspirational targets Complete a cradle to grave review of all recruitment processes Review our vetting approach with regards to those with protected characteristics with a priority focus on minority ethnic groups Set up feedback processes for unsuccessful candidates and promote development plans for future potential candidates Ensure transparency with all recruitment, progression and exit from service data in respect to all protected characteristics Ensure diversity visibility throughout recruitment process Police leaders should through their continuing professional development seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce Equip selection panels with unconscious bias training for all those involved in the recruitment process Invest in training and development of Police leaders CoLP to develop a talent management program for upward and lateral development CoLP to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required 11/21 this now occurs upon the induction course from L&OD Review the PCDA programme to ensure it aligns with E&I plans and principles – PCDA will not be running in 2023/2024, an updated EIA was completed and sent to the College of Policing for PCDA in early 2023 New student officer training pathway due to be announced imminently, will require full EIA as part of design work – work due to start in June 2023 Interview process to be introduced for potential new recruits joining in 2023/2024, with Staff Network involvement – planned for May 2023 | Description | Date |
| | Aspirational targets have been agreed by E&I board | Complete |
| | Review our recruitment and attraction structure and people | Complete |
| | Review promotion processes end to end | Ongoing |
| | Cultural Workshop- Agreement next steps / outcomes | 19 Jan 22 |
| | Reverse Mentoring - phase 2 continues | Ongoing |
| | Community Engagement plan for PEQF | March 2022 |
| | PALs cohort 2 launched, 3rd module delivered with 4th scheduled for 2 November | Ongoing |
| | Pilot of Mentivity Training #2 | Feb 2022 |
| | Delivery of forcewide awareness programme on Values, Ethics, Equity, Belonging – 'Our People, Our Values' | June 2022 |

| 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. 11/21 this now occurs upon the induction course from L&OD Develop a local plan that incorporates Health and Safety, Wellbeing and Fulfilment 09/21 Wellbeing strategy written and launch reviewed annually – Reviewed re published Jan 22 Ensure CoLP leaders are equipped to deal with Mental Health difficulties 11/21 but ongoing L&OD include this within the various leadership courses that are run. Implement wellbeing initiatives to improve peoples quality of life whilst at work 09/21 this is an ongoing piece with monthly calendar set up to update teams of the activities Focus on staffs mental health and embed supportive and preventative policies and initiatives 01/22 This work is ongoing MIND sign up through NPCC 6 pledges Review current HR policies to ensure the maximum support is given to all staff with protected characteristics- 06/22 This work is ongoing Ensure teams supporting our Occ Health are trained in issues around inclusion and diversity- - 09/21 Complete and Ongoing as they are a separate unit they do receive training from their providers with diversity sand inclusion. | <table border="1"> <thead> <tr> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates.</td> <td>ngoing</td> </tr> <tr> <td>Review strategy on Health and Wellbeing (completed and published)</td> <td>02/22 completed and refreshed yearly</td> </tr> <tr> <td>Oskar Kilo recommendations and planning</td> <td>12/22</td> </tr> <tr> <td>60 MH first aiders to be trained and launched</td> <td>12/22</td> </tr> <tr> <td>Launch Wellness Zone in Bishopsgate (COMPLETE)</td> <td>11/21</td> </tr> <tr> <td>MH at work commitment MIND CHARITY and ongoing</td> <td>06/22</td> </tr> </tbody> </table> | Description | Date | Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates. | ngoing | Review strategy on Health and Wellbeing (completed and published) | 02/22 completed and refreshed yearly | Oskar Kilo recommendations and planning | 12/22 | 60 MH first aiders to be trained and launched | 12/22 | Launch Wellness Zone in Bishopsgate (COMPLETE) | 11/21 | MH at work commitment MIND CHARITY and ongoing | 06/22 |
| | Description | Date | | | | | | | | | | | | | |
| | Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates. | ngoing | | | | | | | | | | | | | |
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| | Oskar Kilo recommendations and planning | 12/22 | | | | | | | | | | | | | |
| | 60 MH first aiders to be trained and launched | 12/22 | | | | | | | | | | | | | |
| | Launch Wellness Zone in Bishopsgate (COMPLETE) | 11/21 | | | | | | | | | | | | | |
| MH at work commitment MIND CHARITY and ongoing | 06/22 | | | | | | | | | | | | | | |
| Progress since last update | Key next steps | | | | | | | | | | | | | | |
| <ul style="list-style-type: none"> Completion of Better listening campaign training in collaboration with the Samaritans charity Embedding of MH health first aiders (20 officers) and PSIP training (12 officers) Continuation of Collaboration with Police Mutual with the cost of living crises with helpful tips and links to financial planning and support OH refresh , communication package created for a quarterly force wide update to highlight the good work within OH and sign post officers and staff to the services that OH offer Refresh of the Wellbeing strategic document 2023 version Completion of the PEEL HMICFRS inspection good feedback received from the focus groups and reality testing feed back within the PEEL process A new EDI Strand Lead has been appointed along with two supporting officers. | <ul style="list-style-type: none"> Await PEEL HMICFRS force report and associated actions and improvements from this document. Continuation of force wellbeing coffee mornings looking to grow this further and include partners and 3rd sector agencies. Review MH courses for supervisors which were launched by L&OD in October The creation of a new working group with the new EDI strand leads, with the aim of moving forward the objectives and actions. | | | | | | | | | | | | | | |

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Professionalism & Trust

Police Race Action Plan- Six Month Overview

Det Supt Kate MacLeod, April 2023

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A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

Police Race Action Plan (PRAP) CoLP Overview

- The City of London Police remains supportive of the Police Race Action Plan (PRAP) and has participated in the National Black Police Survey.
- HMICFRS has reaffirmed that Race and Policing will feature strongly within a number of their future inspections.
- Our Force's Professionalism & Trust team is overseeing the implementation of our localised version of the PRAP which is being developed in conjunction with the Force's Black Police Association and other Network leads.
- As part of our local plan, we have made a commitment to include the issues of intersectionality and are consulting with other Network leads as our plans develop.
- Representatives from our Force have attended briefings and icebreaker seasons held monthly since December 2022, including
- We have provided a Superintendent on secondment to the College of Policing to lead on aspects of the PRAP programme since its inception.
- Having been nominated as an 'Ice-breaker' force, we need to ensure we are making progress throughout 2023, maintaining momentum and showcasing our good practice
- The College of Policing are publishing their first edition of a Digital Magazine in May 2023 to highlight good National practice being undertaken against the plan. Our Inclusivity Programme has been selected as the main feature for this publication.
- The following slides provide an overview of some of our key achievements in P&T over the last 6 months



Police Race Action Plan
Improving policing for
Black people



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Black History Month- Series of 3 'Focus on' sessions



ATTENDANCE = 97, ONLINE VIEWS= 137 OVERALL RATING= 5*

“An opportunity to meet and speak with Luther Blissett, former England International footballer and Watford’s all-time top goal scorer (as well as playing the most games for the club too!). Luther has worked as an ambassador for ‘Show Racism The Red Card’ and been honoured as a Freeman of the Borough of Watford as well as made Deputy Lieutenant of Hertfordshire, appointed by the High Sherriff and approved by Her late Majesty. Both honours are for his work with the community and anti-racism. He will be talking to us about his childhood, experiences of racism in sport and thoughts around the future of policing”



ATTENDANCE = 67, ONLINE VIEWS= 211, OVERALL RATING= 5*

“This Black History Month, colleagues are invited to hear from Maame Yaa Tiwaa Addo-Danquah, Commissioner of Police and Executive Director at the Economic and Organised Crime Office in Ghana. After joining the Ghanaian police in 1990, Maame consistently excelled in her career, rising to many leadership positions, including becoming the first female Director-General of the Criminal Investigation Department since its inception in 1948. In 2021 she received the International Association of Women Police (IAWP) Leadership Award. During this session, Maame will talk about her varied and distinguished career. She will share personal experiences of resistance and misogyny she has encountered during her career and strategies to overcome barriers and drive cultural change”

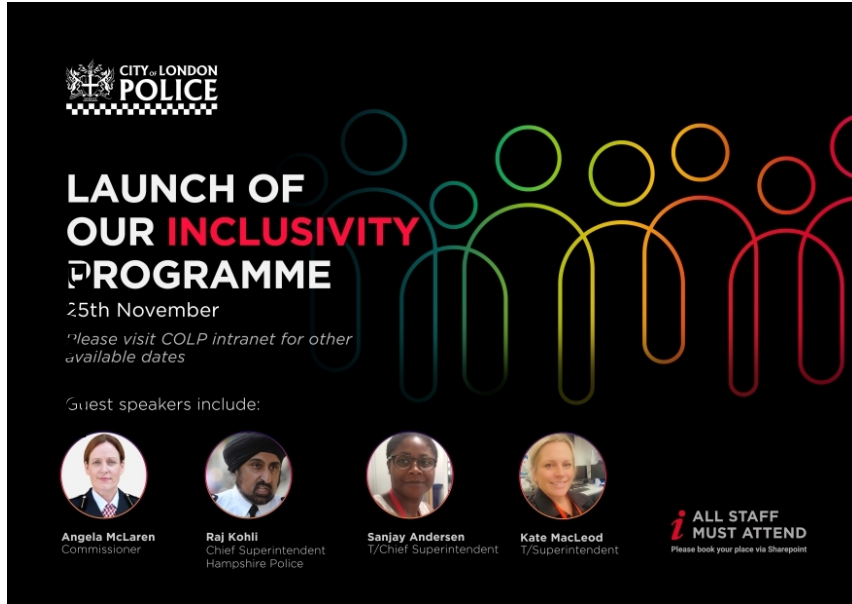


ATTENDANCE = 88, ONLINE VIEWS= 155, OVERALL RATING= 5*

“Mentivity is a company that many colleagues will already be aware of from our collaborative work with them around the impact of Stop & Search. Sayce will be talking about the impact of his Grandparent’s journey on him, and his own personal history. He will also talk about key events in policing and the impact that these have had on the Black community. He will be bringing a young person from his community group to talk about the impact that police Stop and Search has had personally on them - something for all of us to learn from. The feedback we have had from Mentivity’s inputs so far has been truly outstanding”



Launch of Inclusivity Programme



The poster features the City of London Police logo at the top left. The main title 'LAUNCH OF OUR INCLUSIVITY PROGRAMME' is prominently displayed, with 'INCLUSIVITY' in red. Below the title, the date '25th November' and a note to visit the COLP intranet for other dates are provided. A row of colorful, stylized human figures in various colors (blue, green, yellow, orange, red) is positioned behind the text. At the bottom, four circular portraits of guest speakers are shown, each with their name and title. A red 'i' icon and the text 'ALL STAFF MUST ATTEND' are located in the bottom right corner, along with a small instruction to book via SharePoint.




CITY OF LONDON POLICE

LAUNCH OF OUR INCLUSIVITY PROGRAMME

25th November

Please visit COLP intranet for other available dates

Guest speakers include:

- 
Angela McLaren
Commissioner
- 
Raj Kohli
Chief Superintendent
Hampshire Police
- 
Sanjay Andersen
T/Chief Superintendent
- 
Kate MacLeod
T/Superintendent

ALL STAFF MUST ATTEND
Please book your place via SharePoint

Four 'in person' launch events for this programme have now taken place across November, December and March, over 600 officers and staff have attended. Three further 'launch' sessions are taking place online in May 2023 to 'wash up' all colleagues and staff who were unable to attend one of the events at either Aviva or Deutsche Bank.

This programme aims to provide a contemporary, engaging approach to diversity and inclusion education. Instead of a one-off classroom course, officers and staff can choose from a menu of activities on various aspects of diversity and inclusion, ranging from attending a theatre production to volunteering in community engagement events. Staff must engage in at least one of these sessions every 6 months as part of their CPD. Next steps for the P&T team are the 'so what' - the evaluation and measurement of success.

The College of Policing publishing their first edition of a digital magazine aimed at showcasing good practice by forces against the PRAP. The City of London Police's Inclusivity Programme has been selected as the feature piece for this publication.

“



Sponsorship Programme, to launch Summer 2023

This year, we are developing and launching a Sponsorship programme for our black, Asian and minority ethnic colleagues. Following extensive research, a proposal was put together and presented to the Chief Officer Team by the then Chair of the BPA and Organisational Development. The driver for this is that the NPCC has raised representation as a serious issue for all police forces, it also links to many actions within the National Police Race Action Plan. This programme can help support improvements in representation across CoLP.

We are committed to ensuring that we support the investment of recruitment and protect the retention of Black, Asian and minority ethnic Officers and Staff and develop our leaders of the future. This initiative will form part of our commitment to positive action. We worked with the NHS National Finance Academy, who have run a programme for 4 years in the development of this programme. The proposal was approved and AC O'Doherty is the Force Sponsor. The proposed timeline for delivery is.

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Positive Action Leadership Scheme (PALs)

PALS is a Positive Action Leadership Development programme for constables, sergeants and police staff equivalents from ethnic minority backgrounds. It is a modular programme delivered over nine months and is based on Stephen Covey's 'Seven Habits of Highly Effective People'. The programme focuses on professional development and themes linked to the Seven Habits including building personal resilience, networking, presentation skills. We have now delivering our second cohort of the programme to a total of 12 officers and staff.

Some successes from attendees include: two delegates have attained promotion and others have undertaken a number of E&I related projects as a result of the programme, which have included an attachment to E&I and delivering the inaugural "Our People" Conference.

Below is some feedback from attendees to date:-

- Everyone's input was very interesting - Healthy discussion about key challenges in the police
- The highlight was listening to the individual stories of each participant. This was very powerful and helped with peer learning and also highlighted how we all have similarities.
- I found the programme very well structured and includes a variety of engaging topics. The trainers have been very open and given a platform for everyone to confidently discuss their views
- A very well structured programme that brought out meaningful conversations as well as developing me personally and opening my mind to new skills, experience and understandings.



Promotion Development Proposal for those from Under-represented Groups

This proposal was presented at People Board in early 2023 by our Organisational Development team, where it received praise and support. The programme aims to provide support to officers from under-represented groups who are applying for promotion, either Constable to Sgt or Sgt to

Insp.
Page 10
Rationale-

Policing Plan – commitment to “Our People”, creating an inclusive environment

- A business case for positive action – under-representation in sergeant and inspecting ranks
- Retention – ensuring the City of London Police retains a diverse workforce

| Taught Module | Subject |
|---------------|---|
| One | Promotion planning, growth mindset, gathering evidence, interviews and using the CVF, mock boards with feedback <ul style="list-style-type: none">• Planning out own promotion timeline, what they need to do/by when, support they may need, barriers/risks etc. The afternoon will focus on gathering and structuring evidence, the do's and don'ts, mindset of the sergeant/inspector rank |
| Two | Operational scenarios as a sergeant/inspector, mock boards with feedback <ul style="list-style-type: none">• Include recordings of operational scenarios which will be played in small groups with discussions on key points, so that participants understand how their board will be scored and give them an understanding of what good looks like |
| Three | Current affairs in policing which impact on the rank of sergeant and inspector, navigating police culture as a sergeant/inspector <ul style="list-style-type: none">• Overview of how national picture impacts policing, will include specific examples of excellent competence as a sergeant/inspector, participants will consider the knowledge, skills and experience that are invaluable at the next rank |
| Four | Leading yourself and others as a sergeant/inspector, managing upwards to deliver change <ul style="list-style-type: none">• Includes briefings, bringing people with you, managing teams, managing your own wellbeing and others, will include a mock board with feedback |
| Five | Management and culture change |

Design and collaboration is now underway with a view to course delivery in 2nd/3rd quarter of 2023, in line with promotion campaigns.



Next steps for CoLP's local Race Action Plan

- The P&T team are hosting workshops with BPA colleagues throughout April and May 2023. The purpose of these meetings is to review and consolidate our proposed plan, ensuring we have considered intersectionality and diversity of thought.
- An 'early version' of the plan has gone out to business / thematic leads in CoLP and drop-in sessions have taken place to capture initial thoughts. Once workshops have been completed, we will be working with identified leads across the force to agree on actions, capture current action underway and agree on KPIs / what success looks like.
- Our local plan reflects 4 workstreams :-

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- * Internal Culture
- * Use of force
- * Communities and Relations
- * Protection from Victimisation

- Agreement will also be required re governance, in a similar way to VAWG it will likely include monthly action plan updates, benchmarking and feed into RRTC Board.
- Closer working with Comms is being prioritised in order to showcase progress and activity underway. Discussions are taking place around a dedicated space for our work against PRAP.



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