

Committee: Police Authority Board	Dated: 19/07/2021
Subject: Special Interest Area Scheme 2021-22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Town Clerk	For Decision
Report author: Alex Orme, Head of Police Authority Team	

Summary

This report sets out arrangements for the Police Authority Board Special Interest Area (SIA) Scheme for 2021/22 and requests Members to confirm appointment to the Safeguarding & Public Protection role. The Scheme (attached at Appendix A) informs of key developments in each of the areas over the past year, highlighting where Member involvement has made a difference. It also gives an overview of the priorities for each special interest area over the next twelve months to assist the responsible Member to better scrutinise progress and measure success.

Recommendations

It is recommended that -

- (a) the Special Interest Area Scheme 2021/22 (attached at Appendix A) be agreed, noting in particular:
 - (i) the achievements in the year 2020/21; and
 - (ii) the key priorities identified for the year 2021/22.
 - (iii) the subsumption of the SIA lead roles for Neighbourhood Policing, Human Resources, Equality & Inclusion, Road Safety (& Casualty Reduction), Transform and Counter Terrorism into the roles and the responsibilities of the Chair of the appropriate Committee or Board
- (b) the Lead Member be appointed for the Safeguarding & Public Protection role.

Main Report

Background

1. The Police Authority Board has operated a Specialist Interest Area (SIA) Scheme since 2007 in accordance with the terms set out in Appendix A (page 1). The purpose of the Scheme is for Members of the Board to have oversight of specific areas of City of London Police work, to provide focused scrutiny on key areas of Force business and gain specialist knowledge and expertise, thus enhancing the Committee's scrutiny and performance management role.
2. The Scheme operates through a direct liaison between lead officers at Force and Members. A contact in the relevant area of business is tasked to make regular contact with their respective SIA Lead Members, keeping them informed of developments or issues which may arise throughout the year.
3. Lead Members are also expected to oversee the work that takes place, challenging and following up issues where necessary. Lead Members are encouraged to raise issues at the Police Authority Board where necessary to ensure that appropriate action is taken. The objective of the Scheme is not to give an 'operational' role to Members; instead, it is intended to boost the level of scrutiny and challenge which the Police Authority Board provides to the Force.
4. The SIA scheme has been recognised as notable practice by the HMI as it provides more informed oversight and scrutiny of the Force. It is also, regarded by the Force as an important aspect of the Police Authority Board's oversight and scrutiny of Police business.

Current Position

5. Members have maintained a significant interest in their areas over the past year and the feedback received on the operation of the Scheme in 2020/21 was very positive. Members have good working relationships with their Force contacts and are developing greater technical knowledge and expertise in their respective areas as well as following issues more closely. Key achievements for each of the areas along with the priorities for 2021/22 have been highlighted in the respective reports of the Scheme attached at Appendix A.
6. As it is customary every year, Members are asked to review the operation of the Scheme to ensure that the areas are appropriate for the Board's business. Following an interim review in February 2021, the following scheme changes for 2020/21 were agreed at the April 2021 Board:
 - a) The SIA for Human Resources, Equality & Inclusion will be discontinued because the appropriate level of oversight and scrutiny for this area of business can be provided by the Chair of Professional Standards & Integrity and the Committee. This oversight will cover Human Resources, diversity, inclusivity and unconscious bias.

The Force will continue to provide an annual update on Human Resources, Equality & Inclusion to the Police Authority Board - which will be included in the SIA scheme annual report.

- b) The SIA for Counter Terrorism will be discontinued because the appropriate level of oversight and scrutiny for this area of business can be provided by the Chair of the Police Authority and the Board

The Force will continue to provide an annual update on counter terrorism to the Police Authority Board - which will be included in the SIA scheme annual report.

- c) The SIA for Neighbourhood Policing will be discontinued because the appropriate level of oversight and scrutiny for this area of business can be provided by the Chair of Strategic Planning and Performance and the Committee.

The Force will continue to provide an annual update on neighbourhood policing - which will be included in the SIA scheme annual report.

- d) The SIA for Roads Policing (& Casualty Reduction) will be discontinued because the appropriate level of oversight and scrutiny for this area of business can be provided by the Chair of Strategic Planning and Performance and the Committee.

The Force will continue to provide an annual update on roads policing to the Police Authority Board - which will be included in the SIA scheme annual report.

- e) The SIA for Transform will be discontinued because the appropriate level of oversight and scrutiny for this area of business can be provided by the Chair of Resources, Risk and Estates Management and the Committee.
- f) The Force will continue to provide an annual update on strategic planning, performance and resource management to the Police Authority Board - which will be included in the SIA scheme annual report.
- g) The Force will continue to provide an annual update on economic crime/fraud & cyber-crime to the Police Authority Board - which will be included in the SIA scheme annual report.

- 7. The appropriate Corporation Link Officers will continue to provide professional advice and guidance to the relevant Chairs and SIA Lead, when required. This is in addition, to the support provided to Lead Members by the Police Authority Team and Committee and Member Services.

Consultees

Officers of the City of London Police have been consulted in the preparation of this report and their comments are contained within.

Conclusion

8. The Police Authority Board operates a Special Interest Area Scheme whereby one or more Lead Members are appointed to each of the various special interest areas. The Scheme aims to improve the Police Authority Board's scrutiny and performance management function. The purpose of the report is for the Board to agree arrangements of the Scheme for the ensuing year. The Scheme (attached at Appendix A) informs Members of key developments in each of the areas over the past year and gives an overview of the priorities the next twelve months to assist the individual Lead Members to better scrutinise progress and measure success.

Appendices

Appendix A – Special Interest Area Scheme 2021/22

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APPENDIX A

City of London Police Authority Board

Special Interest Area Scheme

2021/22

INTRODUCTION

Aims & Objectives

1. The objective of the SIA Scheme is to improve knowledge on the part of Members about key areas of national and local policing and essential activities of the City Police.
2. It operates by the Police Authority Board nominating one or more Lead Members to each of the various special interest areas. The Police Commissioner determines a 'Contact Officer' to act a liaison with each of the Lead Members.
3. The Scheme aims to improve the Police Authority Board's scrutiny function when making decisions on complex issues at each meeting. It is intended that Lead Members acquire the necessary expertise by being more actively appraised of key developments in their respective areas. The objective of the Scheme is not to give an operational role to Members in their respective areas or responsibility for delivery; instead, it is intended to enhance the level of scrutiny and challenge the Police Authority Board provides to the Force.
4. Preparation and publishing of the Policing Plan each year involves a significant element of local consultation, in which respect, Members are well placed to reflect the views of their electorates. In order - to assist in that process - and to make consultation into a two-way process, it is desirable for Members to be acquainted at first hand with how the force works, its problems, successes, etc... In this connection the SIA Scheme aims to assist both Members and the Force to deliver the level of policing service which the City community wishes to have, but taking account of the constraints which may be placed upon the ability to provide that, e.g. financial.

How the Scheme will work

5. The Force Contact Officers (key contacts) are responsible for keeping Members appraised of developments and ensuring that they are reasonably involved in meetings/discussions where general strategic direction in each of the areas is being considered. Parties are requested to keep in touch on a quarterly basis (more often if you wish or feel it to be necessary).
6. Corporation Link Officers will provide professional advice and guidance to SIA Lead Members, when required. This is in addition, to the support provided to Lead Members by the Police Authority Team and Committee and Member Services.
7. It is quite possible that, as a result of these discussions, Members could put forward suggestions for improving the way in which certain things are done in the Force. Members' business/professional skills could be a real benefit. Both Members and Contact Officers are encouraged to speak freely to each other, keeping the Clerk to the Police Authority Board & the Police Authority Team informed where relevant.

8. Members are encouraged to keep the Police Authority Board informed of contacts made/information obtained/any potential problems, etc...
7. Any questions from Members about the SIA Scheme should be addressed to the Police Authority Board Clerk or the Police Authority Team.

THE 2021/22 SCHEME

Proposed changes

8. The areas below take account of the policing plan priorities for 2021/22, removes the current duplication of the role with the main Committees and continues to provide additional oversight and scrutiny of a critical area of policing business – Safeguarding and Public Protection. The proposed SIA for 2021/22 is in **(bold)**.

Areas	Recommendation
Human Resources, Equality & Inclusion	To discontinue. The oversight and scrutiny function will be performed by the Chair of Professional Standards & Integrity Committee and the Committee. The Force will continue to provide an annual update for this area – which will be included in the SIA scheme annual report.
Counter Terrorism	To discontinue. The oversight and scrutiny function will be performed by Chair of the Police Authority Board and the Board. The Force will continue to provide an annual update for this area – which will be included in the SIA scheme annual report.
Neighbourhood Policing	To discontinue. The oversight and scrutiny function will be performed by the Chair of the Strategic Planning and Performance Committee and the Committee. The Force will continue to provide an annual update for this area – which will be included in the SIA scheme annual report.
Road Safety (& Casualty Reduction)	To discontinue. The oversight and scrutiny function will be performed by the Chair of the Strategic Planning and Performance Committee and the Committee. The Force will continue to provide an annual update for this area – which will be included in the SIA scheme annual report.
Safeguarding & Public Protection (Vulnerability & ICV Scheme)	To continue.
Transform	To discontinue. The oversight and scrutiny function will be performed by the Chair of the Resources, Risk and Estates Committee and the Committee.

The proposed Lead PAB Board or Committees and Special Interest Area for 2021/22, and lead Force key contacts and the Corporation's Link Officers/Service

9. The recommended Committee/Board now responsible for last year's Special Interest Areas plus the proposed SIA for 2021/22 along with the Force key contacts and the Corporation's link officers/service are set out in the table below: *Please note, support is provided to the Committees and the SIA Lead Member from the Police Authority Team (PAT) and Committee and Member Services, when appropriate – these are also included in the table below*

SIA Areas	Board or Committee	COLP Key Contact	COL Link Officers or Service	Police Authority Team
Human Resources, Equality & Inclusion	Professional Standards & Integrity	HR Director	Corporate HR & Business Services	Police Authority (PA) Compliance Lead
Counter Terrorism	Police Authority Board	Detective Superintendent, Crime Directorate	Director of Security – Town Clerks	Deputy Chief Executive (PA)
Neighbourhood Policing	Strategic Planning & Performance	Chief Superintendent, Operations	Head of Community Safety	Deputy Chief Executive (PA), Head of PAT
Road Safety (& Casualty Reduction)	Strategic Planning & Performance	Superintendent, Uniformed Policing	Strategic Transportation Officer (DBE)	Deputy Head of PAT
Safeguarding & Public Protection (Vulnerability & ICV Scheme)	The SIA Lead reporting to Police Authority Board	Detective Chief Inspector, Public Protection Unit	Social Care Service (CCS)	Head of PAT & the PA Compliance Lead
Transform	Resources, Risk & Estates	Detective Superintendent, Transform Programme	Head of PA Finance	Deputy Chief Executive (PA)

Business Improvement, Performance & Risk Management

Lead Member for 2020/21

James Thomson/Andrew Lentin (Risk)

Officer contact

Stuart Phoenix, Head of Strategic Development

Business Improvement

Implementing the recommendations made by Her Majesty's Inspector of Constabulary, Fire and Rescue Services (HMICFRS) remains a key component of business improvement. Although 2020/21 has been an atypical year from an HMICFRS perspective (they effectively suspended all inspection activity for a 6-month period at the start of the pandemic), activity resumed in the second half of the year. The hiatus provided the Force with an opportunity to progress many of the outstanding recommendations from previous inspections. The Police Authority Board Lead, Doug Barrow has continued to play a key role in the refinement of Force processes relating to this area, acting as both critical friend and Chair of the former Police Performance and Resources Committee.

All HMICFRS report findings and recommendations made over the year continue to be entered onto a Force database, where the actions necessary for their implementation are also recorded. That information forms the basis of reports to Performance Management Group and thereafter quarterly reports to the Police Performance and Resource Management Committee. That Committee has now been bifurcated into two separate Committees which will facilitate greater scrutiny of performance and business improvement. Mr Barrow and other Members on that Committee have provided valuable challenge and scrutiny in the areas reported on and have played an important role in representing the Police Authority in meetings with HMICFRS where they have balanced championing the Force in numerous areas, whilst providing reassurance to HMICFRS of the independent oversight provided.

Preparations for HMICFRS inspections and the Force's response to previous ones results in a number of business improvements; this has included a much more effective Independent Community Scrutiny Group and implementation of enhanced stop and search processes and monitoring. The Force continues to refine its approach to preparing for and responding to HMICFRS inspections. Over the course of 2021/22 the Force will implement its new "HQ Services Function" as part of Transform. This will see HMICFRS work split across 2 functional areas; one will have responsibility for assessing and reporting on preparedness for inspections, identifying potential weaknesses the Force can address before an inspection. This will provide an objective and independent view to chief officers. The other area (Change and Continuous Improvement) will work with the business to implement recommendations across the Force, combined with oversight of all activities which support continuous improvement.

Performance Management

As with Business Improvement, Mr Barrow has been a key individual in shaping how the Force reports on its delivery of Policing Plan Priorities for 2020/21 and has been a key contributor to how those priorities are expressed in the significantly revised policing plan for year 2 of the 2020-2023 plan.

Performance against those measures is reported to Performance Management Group, chaired by the Assistant Commissioner and of which Deputy Thomson is a member. Performance is thereafter reported quarterly to the (now) Strategic Planning and Performance (Police) Committee, whose challenge and scrutiny role helps to ensure Force measures remain effective; their role can and does directly impact on policing activity.

As mentioned in Business Improvement, over the course of the current year, the Force will be implementing its HQ function that will, supported by new technology, incorporate an enhanced Business Information team. In so doing, the Force will continue to refine its approach to reporting performance so that it meets the needs of the Committee and can evidence more effectively the impact its activities are having on all areas of Force priorities.

Risk Management:

Over the past year the Force has continued to develop its Risk Management processes to ensure it remains fit for purpose and supports the delivery of front-line policing services. A key aspect of risk management this year has been the application of the Force risk process to manage the impact of Brexit and dealing with the UK response to the COVID-19 pandemic as the Force sought to retain core policing services and mitigate the different risk factors presented by both of these events. Our Gold groups maintained risk registers which linked to Force risks for both Brexit and COVID-19.

Oversight of the Force Risk Management Process is submitted to the Police Authority Board on a bi-annual basis. This allows members to oversee the risk profile of the Force, conduct scrutiny into the control measures put into place to mitigate risks as well as challenge Force risk assessments. This update provides both assessment of the current position as well as details of the Force risk assessments scores.

Andrew Lentin remains the Lead Member for risk providing scrutiny to the risk assessment process, ensuring it is robust and the risk scoring can be justified. The lead member is invited to meet with the Assistant Commissioner on a bi-annual basis before formal submission of the risk register to the wider Police Authority Board.

Minutes of the quarterly Risk & Business Continuity meeting are provided to the Lead Member prior to any meeting with the Assistant Commissioner so that they are aware of the full discussion around Force risks and can question information contained within the register. At the Risk & Business Continuity Group the Assistant Commissioner challenges risk scorings and assumptions made by risk owners to ensure that the risk register reflects a true and accurate position. This provides confidence that the risk position reported to Senior Managers and the Board. It additionally allows the Assistant Commissioner to effectively brief the Police Authority risk lead as part of their one-to-one meeting agenda.

The Force risk position is formally agreed at the Senior Management Board (SMB) where amendments to the risk register proposed by the Risk & Business Continuity Group are ratified. SMB receive a bi-monthly risk position and confirm the Force strategic risk profile ensuring the Commissioner and other senior managers can input into the Force strategic risk register following the work of the Risk & Business Continuity Group in providing scrutiny into the document.

The Force risk register remains supported by a cascade of Directorate risk dashboards that are also submitted to the risk & business continuity group for oversight. This allows each directorate to raise risks from their areas for consideration for inclusion within the Force risk register. The Assistant Commissioner can then question the criticality of each risk before a formal recommendation for SMB escalation is made.

HR, Equality & Inclusion

Lead Member for 2020/21

Tijs Broeke

Officer contact

HR Director, Julia Perera

Head of Strategic Development, Stuart Phoenix

Human Resources

Workforce Management

The City of London Police has a five year Workforce Plan which was introduced in December 2018. It is closely linked with the Strategic Threat and Risk Assessment (STRA) process and focuses on recruitment, progression and retention as well as skills the force require immediately and, in the future, and is supported by a 5 year recruitment plan. The Workforce plan is updated twice yearly to ensure that as a force we have an understanding of our current priorities, demands and threats, mapped against our workforce numbers, skills and demographics, the latest version was published in December 2020.

The Workforce Plan brings together the BAME and attraction action plans, and through the Strategic Workforce Planning Meeting we monitor delivery of these plans. Both the BAME and attraction Plan also contribute to the overall NPCC Workforce Representation Plan.

Recruitment

Following on from the Establishment increases assigned to the force via the City of London Corporation and the National Uplift Programme, there has been a high volume of recruitment activity. To ensure that recruitment stayed on track, a Recruitment Gold Group was introduced to ensure the effective delivery of the forces uplift requirement and to ensure to timely recruitment staff numbers.

The Attraction Plan has been updated and there are now a number of different avenues we are using to attract diverse talent. One of these has been the Direct Entry Detective Programme which we worked alongside Police Now, this attracted a high proportion of people from under-represented groups, and 80% of those that joined the programme were female and from a BAME background.

Following the increase in Establishment numbers there have been a high number of recruitment campaigns, they include the following:

- Student Officer campaign: Those successful will follow the new entry route and are set to join outside of this reporting period. However, two intakes following the previous entry route joined in 2020/21.
- Promotion Boards Sergeants and Inspectors
- Direct Entry Detective Programme
- Police Officer Transferee Campaigns, both specialist (i.e. Firearms as well as generalist campaigns)
- Fast Track Constable – Inspector process
- High volume of Police Staff campaigns, some linked to the Next Generation Action Fraud Programme.
- Sector Policing Recruitment which is the first strand of the new TOM to go live.

PSD / HR Collaborative Working

PSD and HR meet on a monthly basis to ensure consistency in approach to cases, both teams share their expertise and experience to ensure the speedy resolution of cases.

Case Management

The following table outlines the number of cases that have been managed from 1st April 2020 – 31st March 2021. There has been a marked decrease in the number of grievances in the last financial year from 19 to 5 which represents a 74% reduction year on year. Having reviewed the individual grievances the decrease is primarily on relationship and management issue type cases which can potentially be linked to the workforce working remotely from home so there would be less face to face interaction in a workplace environment which can sometimes lead to conflict.

Discipline cases remain low overall with a 33% reduction year on year and none of these cases reached the Gross Misconduct threshold which would also explain the lack of appeals against dismissal. Each of the cases had differing conduct reasons so there is no general theme.

In terms of Employment Tribunals, we only had one in the financial year as opposed to 3 the previous year.

There has been an increase in capability cases albeit it only 2 year on year but there is an upward trend as line management are being encouraged to manage performance through the HRBP team and training via the Management Development Programme. We envisage looking at planned capability cases this trend will further increase in the new financial year.

If we review the total ER cases managed year on year there has been an overall decrease of 59% so there is the potential correlation with the workforce working predominantly from home as a result of government guidelines following the pandemic.

Case Type	ECD	BSD	UPD	I&I	Crime	Total
Grievance	0	0	2	2	1	5
Disciplinary	0	0	1	0	1	2
Capability	1	1	0	0	1	3
Employment Tribunal	0	0	1	0	0	1
Appeals Against Dismissal	0	0	0	0	0	0
Other	0	1	0	0	0	1

HR Equality and Diversity

When compared nationally CoLP is ranked as second highest among all forces nationally (excluding BTP who are non HO force) for BAME Staff representation rates and fifth highest for officer representation (excluding BTP).

The force continues to review its BAME Action Plan, which is based on the national NPCC Workforce Representation, Attraction, Recruitment, Progression & Retention Delivery plan, which will drive further changes in this area. As a force we are undertaking a number of different initiatives to ensure we attract a diverse range of applicants.

An example of this is the student officer intake in March 2020 which was 30% BAME. Across the force our BAME representation for officers grew from 6.9% in December 2019 to 8% at the end of May 2020.

Additionally we will be working to deliver the Police Authority's Diversity Policy Statement aim which challenges the Force to recruit at least 40% BAME officers for the remainder of the Home Office

uplift programme and to use other recruitment processes to address gender imbalances and ensure representation of all protected characteristics in the Force

In January 2021 our successful candidates from the direct entry detective programme joined the force. This brought in high calibre graduate candidates directly to our Crime Directorate. This has assisted in improving numbers and also adopting an innovative and adaptive approach to becoming a detective within policing. As a force we are also supporting our internal officers and staff through application writing and interview workshops as well as developing a senior BAME and Gender progression programme which will look to improve the representation across the force for both BAME and females. The force's Equality & Inclusion Board continues to oversee the work on these plans and how BAME representation can be encouraged further in the force.

Projects Update

During 2020/21 the HR Team supported a number of different project initiatives which included:

- Development and implementation of a new HR System and new servers
- Detailed planning and preparation for a skills audit across all staff & officers
- A College of Police programme to produce national standards for PDRs across policing
- The development of the HR self-service system to all self-declaration of protected diversity information (i.e. sexual orientation)
- The planning for an electronic DSE Management System launching later this year
- Supporting the Force with the Transform Programme which is at a critical stage with the TOM proposed launch June 2021.
- Working with Police Now to bring in a Direct Entry programme for Detectives
- Introduction of a Senior BAME and gender progression programme

Priorities for 2021/22

Projects

The Projects that the team will focus on delivery during 21/22 are:

- Developing our attraction strategy to continue and further improve the diverse makeup of probationer student intakes and the workforce generally.
- Introduction of a new reporting tool (Orbit) providing far better management information for use both strategically and by local managers.
- Further interfaces between core HR systems and national police systems such as Chronicle and NPOCC (the National Police Coordinating Centre who deal with requests for mutual aid and national mobilisation).
- Development and launch of the new qualifications framework (PEQF) in conjunction with Coventry University.
- Work continues in supporting the new TOM following the Transform Programme
- Management Development Programme will be refreshed and reintroduced
- The implementation of the PALS scheme for underrepresented groups.

Reward and Recognition

The Reward and recognition panel meets on a quarterly basis to recognise achievements by staff and members of the public. Commendation ceremonies are held throughout the year and supported by the Chairman of Police Committee in recognising the contributions made throughout the year of those nominated.

Equality and Inclusion

2020-21 was a pivotal year for the City of London Police (CoLP) from an Equality and Inclusion (E&I) perspective. It had been some time since the provision of E&I in Force had been formally reviewed; it was therefore considered timely to commission an independent assessment of the extent to which E&I is embedded in the Force and how it is delivered. A specialist company was engaged to conduct the review, which included the whole-Force survey, focus groups, a full document review and benchmarking with other organisations, including police forces. This review led to a new 5 year strategy which was formally launched at the start of 2021. The Chair of Police Authority Board and Members of the Professional Standards and Integrity Committee provided feedback to the Force prior to the Strategy's publication.

The review coincided with the Black Lives Matter movement gaining momentum, which had an impact on policing worldwide. In response to that the Force set up a specific Gold Group¹ to examine the issues for CoLP and take immediate action to address concerns. The work of that group subsumed for a while the remit of the Equality and Inclusion Strategic Board. The Commissioner ran a number of events aimed primarily at black and minority ethnic officers and staff to enable them to speak about their experiences and concerns. The outcomes from those sessions fed into the Gold Group discussions and actions, and also informed the final E&I Strategy.

Towards the end of 2020, the Force introduced an E&I Operational Delivery Group, chaired by the T/Commander for Economic Crime. It was set up to advance specific strands of work and report progress into the E&I Strategic Board. Since its inception, and combined with a new, consolidated action plan, the Delivery Group has had a noted positive impact on several E&I initiatives.

Following the acceptance of the new Strategy, the Force engaged a temporary contract member of staff to develop a single, consolidated action plan (to replace a number of disparate action plans, which include the National Policing Chiefs' Council Equality and Inclusion toolkit and an action plan that was specific to black and minority ethnic issues). The resulting delivery plan is large and complex. To facilitate delivery and governance, the plan has been split across 6 workstreams, each with a strategic lead, who effectively is a cross-cutting Diversity Champion (i.e. not a Champion for a single protected characteristic). Delivery will be supported by a cadre of Diversity volunteers, which will be recruited over the Spring and Summer of 2021. The plan has also been prioritised by the E&I Operational Delivery Group into actions that should be delivered over the next 3-6 months, 6-12 months, and 12-18 months. The plan is a 'living' document, and will be formally reviewed at agreed intervals, or when external developments dictate it is prudent to do so.

At the same time as the Force was running the Gold Groups as detailed above, the City of London Corporation set up its Tackling Racism Taskforce, with strong input from the Chair of PAB. CoLP was fully engaged in this from the start, principally through the Assistant Commissioner, T/Commander ECD and the Force's Equality and Inclusion Manager. The resulting report from that group made a number of recommendations which are relevant to the Force, and which have either been addressed or included in plans to ensure they are met. The Police Authority subsequently issued an Equality and Diversity Policy Statement, expressing their commitment to building on existing achievements. The aim to ensure the Force supports the Authority's target that 40% of the uplift intake for 2021-22 is made up of candidates from a black or minority ethnic background is included in the priority activities for the current year.

The re-launched Independent Advisory Scrutiny Group continues to play an active role and are now regularly engaged in Force meetings, interview panels and providing crucial scrutiny in areas such as 'Stop and Search' as well as the broader E&I agenda.

¹ A strategic group that is set up primarily to address a specific issue or event.

The lead Members for E&I has engaged with the Force throughout the year, their support as critical friends has been and continues to be invaluable.

Counter-terrorism

Lead Member for 2020/21	James Thomson
Officer contact	Detective Superintendent Dermont Robinson, Crime Directorate

In November 2020, the UK threat level was raised from **SUBSTANTIAL** to **SEVERE**, '*an attack is highly likely*'. This was in response to an increase in Islamist terror attacks and disruptions in Europe which could potentially have galvanised UK based individuals, acting independently from established terror groups or organisations, to mobilise to violence.

However, towards the end of 2020 the momentum of attacks in Europe dissipated and with a greater understanding of the Islamist threat in Europe and a lack of global events that could have a radicalising or mobilising effect for Islamist extremists, the level was reduced back to **SUBSTANTIAL**, '*an attack is likely*', in February 2021.

The threat level for the UK Police Service is assessed to be **SUBSTANTIAL**, '*an attack is likely*'. Police officers are therefore considered legitimate, accessible and symbolic targets for attack by Islamist and Right-Wing (RW) terrorists, and in particular by ISIL (Daesh).

CoLP Special Branch (SB) continues to lead on the collation and development of intelligence related to terrorism and domestic extremism and investigates all instances of potential terrorist activity in the City of London. Counter Terrorist Security Advisors (CTSAs) continue to provide expert advice to enhance the protective security of the City. CTSAs work alongside the PREVENT officer who works closely with both the main SB department and the Corporation of London. Thus, ensuring a more effective and inclusive approach, while creating additional opportunities for engagement.

PURSUE:

The terrorist threat to the UK continues to be driven by Islamist terrorism, specifically from Daesh inspired groups and individuals who act without direction from a wider network and are consequently harder to detect and disrupt in the short to medium term. Daesh inspire low complexity attacks mounted by lone actors, which currently presents the most significant threat to London and UK national security. Similar to the Islamist threat to Western Europe and the UK, the Right-Wing (RW) terrorist threat to the west remains a realistic possibility, with the drive in right wing activity from young individuals increasing. The threat will predominately derive from lone actors who can conduct attacks as a result of numerous different personal and situational factors making them difficult to disrupt. RW terrorists have a more specific target set than Islamist terrorists, and can target those of different faiths and those representative of minority groups such as BAME and LGBTQ+.

During 2020 the Special Branch Fixed Intelligence Management Unit (FIMU), the single point of entry into CoLP for all Counter Terrorism / Domestic Extremism matters, received 2,031 separate items – a 56% decrease from the total received in 2019. 96 of the items received during 2020 were further developed into intelligence or investigations by Special Branch. These reports originated from a variety of sources and included intelligence received from other police forces, the Security Services and other intelligence partners, the general public and security personnel, as well as from other CoLP departments arising from their investigations.

CoLP Special Branch has continued to operate an 'on call' structure for enquiries or advice out of office hours. This was utilised **63** times during 2020 in response to, for example, reports of potential hostile reconnaissance and people of interest arrested within the City.

Operation Lightning is the response to, and the investigation of, potential terrorist hostile reconnaissance. During 2020 CoLP Special Branch received and investigated **73** Operation Lightning reports: a 39% decrease from the level of reporting in 2019 (x 121 reports). The Covid19 pandemic has largely influenced the level of reporting within the City over the past year, due to the decrease in footfall across the City from both employees within City businesses who started to work from home from March 2020 onwards, and the decline in tourism and reduction of visitors to the City during the two national 'Lockdowns' during the year.

The majority of Op Lightning reporting during 2020 had originated from security personnel 73% (x 47 reports), with 41 of the reports from this sector being submitted by ACT² trained security staff. 18 reports had been submitted by CoLP officers / staff and 8 from members of the public. In November 2020, a male was arrested within the City of London under Section 58 of the Terrorism Act of suspected collection of CCTV footage, via mobile phone, that may be useful to a terrorist. The male was initially stopped by CoLP officers as part of an Op Lightning incident featuring several City locations. The individual was fully investigated by the City of London Police Special Branch with assistance provided by the Metropolitan Police SO15 and BTP Special Branch and was later released with no charges of any Counter Terrorism offences. The CoLP SB took learning from this investigation and consequently updated and revised the CoLP Standard Operating Procedures for Counter Terrorism arrests.

Reporting of potential hostile reconnaissance in the early part of 2021 has continued to remain low, but an increase in the level of Urban Explorer activity around City premises being reported under Op Lightning has been experienced. The rise in this activity is undoubtedly due to empty premises and the lack of individuals within the City at the current time, making access to buildings more accessible. Joint working with the City of London Police 'Sector Policing – Prevention & Partnerships Unit' was made in order to address this activity under Op Sagittarius.

It is anticipated that as Covid19 restrictions are lessened and footfall potentially increases within the City, levels of Op Lightning reporting will slowly increase during 2021.

The Special Branch unit has continued to develop and upskill their officers over the last year with individuals undertaking training in Undercover Computer Online Investigation (UCOL) and a Counter Terrorism Scene Managers Course. The unit has two police officers accredited as Financial Investigator Officers (FIO's), one of whom is also now accredited as a tutor, who support financial enquiries which have been passed into the SB unit from our own force Economic Crime Directorate. Both FIO's actively participate in the National Counter Terrorism Financial Investigator Working Group sharing intelligence, learning and best practice. One officer within the CoLP SB is additionally National De-Brief trained.

CoLP is fully integrated into National and London meetings and governance structures and has attended all scheduled and extraordinary Security Review Committee (SRC) meetings throughout 2020 and into 2021 which have been held online during this period. These meetings, led by the MPS and National Counter Terrorism Policing leads, comprise national membership and take place at least

² ACT trained security staff are trained to detect the signs of suspicious behaviour and understand what to do in the event of a major incident.

fortnightly. Information from these meetings is cascaded within CoLP through fortnightly Contest³ Steering Group meetings chaired by the force commander (operations) and with membership from representatives from the City of London Corporation, thus ensuring coordinated police deployments and appropriate information sharing.

During 2020 and into 2021 the SB department has continued to assist in preparing the force for the inquest relating to the Fishmongers Hall terror attack in 2019, which will be held at the Guildhall from the 12th April 2021. CoLP Special Branch are likewise the intelligence lead in this matter.

Looking ahead / Priorities for 2021 -22

The SB unit plan to increase engagement with the force Economic Crime unit in the next twelve months to continue to identify and prevent terrorist financing operations through fraudulent means. With more online activity potentially being conducted by individuals during the pandemic, increased partnership working with the force Cyber Crime unit and specialised units within MPS S015 will help to grow the units ability to recognise and combat the increased use of the internet by Right Wing / Islamist terrorists.

Engagement with Uniform Policing and with the Servator and CT Taskings teams will continue as the City slowly returns to a pre-pandemic state and the increase in the terrorist threat to London potentially rises.

There are some significant National and Regional developments happening across the Counter Terrorism landscape that CoLP SB are actively involved in.

- From April 2022 all CT funding will move to National CT Policing HQ who will then fund forces and regions direct.
- There is development of a CT Operations Centre for London based at Earls Court that CoLP SB will have some involvement with.

Further collaboration opportunities between the MPS and CoLP SB will be explored over the next 12 months across all the strands of the Contest Strategy.

PREVENT:

The Prevent strand of Contest aims to stop people becoming terrorists or supporting terrorism and addresses all forms of terrorism and extremism. CoLP has an officer dedicated to the delivery of Prevent locally and they maintain strong engagement with City communities and the City of London Corporation Prevent team, with whom CoLP has a very strong relationship with. We remain grateful for this ongoing support and commitment.

The Prevent team, headed by a Sergeant and overseen by an Inspector, have promulgated national advice and enhanced awareness regarding the ACT Early awareness programme and are part of a national working group to enhance training delivery. Training from the CoLP Prevent officer, around PREVENT, has continued via online methods with transferees, new police recruits and new starters (police staff), all receiving a Prevent input within their induction to the force. An ACT online learning package is also now a requisite for new starters to complete. Prevent awareness sessions have continued to be delivered to various statutory partners including Adult Social Care, Early Years Providers, Education Safeguarding Leads, Homelessness and the Rough Sleeping Team amongst

³ Contest is the UK Government's Counter Terrorism Strategy comprising four key strands; Prevent, Protect, Prepare and Pursue

others. Continued Prevent engagement has taken place via the Corporation of London through newsletters (such as Skyline) to residents and City businesses.

The Prevent team are currently producing the annual Counter Terrorism Local Profile (CTLP) document which reflects on Prevent activity over the last year and assists in creating an understanding of areas for future focus. The Prevent team are also engaging more closely with the Metropolitan Police (SO15) to improve local regional awareness as well as collaboration on issues overlapping force areas.

During the period Jan 2020 to December 2020 CoLP received **11** Prevent referrals. Reporting has remained low during the period due to the closure of schools and City businesses through the UK Lockdowns in response to Covid19.

PROTECT:

CoLP Counter Terrorism Security Advisors (CTSAs) have continued to experience demand for security advice seen in previous years, however, due to the national pandemic have adapted to new means of delivery and, in some areas, a different focus. This includes a significant increase in engagement with the Corporation of London, predominantly in the areas of streetscaping work and licensing applications. The team is currently fully staffed, however due to the Covid-19 pandemic one member of staff remains untrained. Other members of the CTSA team are at varying stages of progress in training and national accreditation (two year training pathway, Continuous Professional Development and assessed work). CTSAs continue to support our business community maintaining an excellent reputation and delivering against all priorities set by the National Counter Terrorism Security Office (NaCTSO) who routinely approach the CoLP team to lead on national initiatives.

The CTSA team is within the same management structure as the tasking and coordination of all CoLP Counter Terrorism activities, including the coordination of the dedicated Project Servator team. This integration of protective security advice and the coordination of operational policing deployments is unique to CoLP and provides a very effective Counter Terrorism policing model. CTSAs have an excellent relationship with the City of London Corporation - Department of Built Environment, creating seamless processes and building in security to all public realm sites and new developments. The relationship is acknowledged as being an exemplar of good practice.

The CTSA team continues to deliver all of the modular elements of the ACT range of products as well as bespoke training and awareness sessions to meet the specific needs of the City of London. This includes the delivery of postal security awareness training, identity document awareness and the various (SCaN) modules.

During the past reporting period CTSAs have delivered the following.

- ACT ⁴'Awareness' that includes SCaN for all – 41 sessions to 642 attendees
 - These are two hour long courses delivered to industry
- ACT 'Operational' – 23 sessions to 223 attendees
 - These are two hours long to test ground level preparedness during a terrorist attack
- ACT 'Strategic' - 2 sessions to 15 attendees
 - This is a two hour long session aimed at senior management aimed to instil CT measures within the company.

⁴ ACT is a national suite of training products, devised by CT officers and security experts, which aim to raise awareness re counter terrorism for security staff, employees of organisations and members of the public.

- SCaN⁵ ‘for all’ – 2 sessions to 100 attendees
 - Half hour session on See Check and Notify
- SCaN ‘Customer Facing’ (remote delivery) – 43 sessions to 590 attendees
 - Two and half hour session for customer facing staff on See Check and Notify
- SCaN for ‘Communications professionals’ – 4 sessions to 20 attendees
 - This two hour session provides an overview on how online messaging can deter hostiles from attack planning
- SCaN for CCTV – 3 sessions for 25 attendees
 - Two hour session focussing on identification of HR through CCTV
- Postal security awareness – 1 session to 2 attendees (paper docs have been shared widely in this area but no face to face sessions as they are physical).
 - These raise awareness of and test postal screening and security protocols.
- Telephone threat – 2 sessions to 2 attendees (paper docs have been shared with a number of organisations by way of refreshing this area)
 - These raise awareness of how to deal with a telephone / email threat
- CT briefings / Threat update – 5 sessions to 100 attendees (online delivery)

The CTSA team continues to advise businesses on security improvements and works with the tiered Protective Security Improvement Activity (PSIA)⁶ sites as set by the Office for Security & Counter Terrorism (OSCT) within the Home Office as well as our Critical National Infrastructure (CNI) sites.

In July 2019, the National Counter Terrorism Security Office released revised Crowded Places guidance and CoLP CTAs continue to develop this and to work with the City of London Corporation to provide appropriate governance structures to drive this important work. The City of London Corporation Public Realm Board and Senior Security Boards provide welcome oversight and support. This collaborative approach is recognised nationally as best practice.

The Government is currently conducting public consultation on a proposed ‘Protect Duty’ on organisations, and owners & operators of events. This proposal gathered momentum following pressure from families of some of the victims of the 2017 Manchester Arena terrorist attack and aims to create a legal duty to provide protection from terrorism. It is not yet clear what impact this will have on businesses, local authorities or policing but it is likely to increase demand for CTSA advice and require a review of existing governance structures.

The need for a ‘whole society’ response to countering extremism continues to be imperative and the CoLP’s Counter Terrorism team’s excellent joined-up approach with industry and the City of London communities will become even more important.

Looking ahead / Priorities for 2021 -22

The CTSA team are engaged with ‘OSCT’ workshops aimed at shaping the Protect Duty in order to fully understand how the duty will affect expectations and demand on policing. The CTSA team are also waiting for a finalised version of the Publicly Accessible Locations (PALs) process from NaCTSO. This will replace the Crowded Places methods of working across the UK. We believe that existing responses to our crowded places and close collaboration in this area with our local authority puts us in a strong position to embed this quickly.

⁵ SCAN – See Check and Notify aims to help businesses and organisations empower their staff to correctly identify suspicious activity and know what to do when they encounter it.

⁶ PSIA is the mechanism used to ensure a consistent, national and auditable approach to the security of crowded places

CT TASKING:

Numerous work streams have been established in order to develop the function of CT Taskings within the force:

During 2020 and into 2021 work has been undertaken with Esri, a supplier of geographic information system software, web GIS and geodatabase management applications, in order to develop an online analytical tool to be used in CT Taskings. The system will have the ability to present information on the current footfall and security presence within the City, the location of Op Lightnings and City events, and details regarding Business Continuity Surveys interactively. The 'Servator Application' will continue to be developed in 2021 and will have the ability to map all our taskings in an interactive way. Officers will have the ability to understand where they have been and where they need to go and will be used not only in relation to CT Tasks, but also in line with the policing response to events taking place within City boundaries.

Looking ahead:

Liaison with forum leads across the City is being undertaken and will continue into 2021 in order to develop better joint working in relation to dominating sites in the prevention of hostile reconnaissance. This will be developed further with a pilot scheme in the Eastern City cluster where security staff from different buildings will be deploying together at each other's sites.

Bespoke CT taskings for the night time economy will be developed in order to understand the changing nature of our crowded places 24/7. We will look to dominate these locations utilising the Servator system and create joint working between Police and SIA staff at venues.

PREPARE:

The Prepare function of Counter Terrorism is about preparing organisations to respond and recover from an act of terrorism and to ensure that policing is equipped to effectively respond. The CoLP does not have a nationally funded Counter Terrorism Prepare capability. This function is completed across relevant areas of business and coordinated by the CT team for national response. Teams review, test and exercise national plans to ensure validity and awareness. Support to this area is also given from the testing and exercising team within CoLP's Emergency Planning office.

All the SB and CT departments discussed here, fully appreciate the support received over the last year from the Corporation of London and Police Authority members and look forward in continuing joint working into 2021.

Economic Crime / Fraud / Cyber Crime

Lead Member for 2020/21

James Thomson

Officer contact

Assistant Commissioner Angela McLaren

Developments in 2020/21

The City of London Police continues to strengthen its role as National Lead Force in policing for Economic Crime and is building its programme of engagement with external stakeholders in this area. This will strengthen the vision of the City of London Police being the specialist in protective security, economic crime and cyber crime

The post of Commissioner of COLP was appointed as the permanent National Police Chiefs Council lead for cyber crime following a decision by Chiefs' Council to merge economic and cyber crime portfolios. Transferred responsibility for the NPCC Cybercrime Programme and NPCC Financial Investigation portfolio from Derbyshire Constabulary to COLP including the transfer of seconded officers and staff and the novation of a number of national contracts for software, services and training. This will bring opportunities to bring fraud and cyber closer together – reflecting shared ambitions of the City of London Police, the Police Authority, and the Home Office

James Thomson was appointed as Deputy Fraud Lead for the Association of Police & Crime Commissioners. Working with COLP, the Police Authority Team and the City of London Corporation has led a series of engagement events with Police and Crime Commissioners to raise awareness of the impact of fraud on local communities and encourage greater local prioritisation.

Established a Lead Force Operations Room to coordinate activity by local, regional and national policing against cross-border priority fraud threats.

Continued to implement the Mackey review recommendations including increasing staffing and improving culture in the Action Fraud contact centre. The 15 recommendations were accepted. 13 have been implemented or partially implemented. Some elements of the recommendations will be incorporated into the design of the Next Generation Fraud & Cyber Crime Reporting Service to achieve full implementation.

Consulted over 60 stakeholders to develop a high level design for the Next Generation Fraud and Cyber Reporting & Analytics Service (Action Fraud). Secured agreement from Police Authority Board and the Home Office on the funding strategy, governance structures and commercial approach. Reached a settlement with IBM on the dispute linked to the current service contract which will enable some improvements to be made to the service prior to the implementation of the new service.

Extended the Police Intellectual Property Crime Unit into the North West offering new opportunity to disrupt organised economic crime. The unit is resourced by the North West Regional Organised Crime Unit, tasked and coordinated from the City and funded by the Intellectual Property Office.

Worked with the Home Office and National Economic Crime Centre to develop a new target operating model for fraud which established a clear and more secure role for COLP to lead and coordinate the police response to fraud. This was supported through engagement with the Home Office by the Town Clerk's department.

Continued parliamentary attention on the police response to fraud. Gave evidence at the Treasury

Select Committee on Economic Crime and the Works and Pensions Select Committee on pensions fraud. The Remembrancer's office provided support for the preparation of written and verbal evidence related to these inquiries.

Continued roll out of the Economic Crime Victim Care Unit model, developed in London with support from MOPAC and the Town Clerk's department, which now operates in 20 forces.

Launched a suspicious email reporting service in May 2020 (a partnership between City of London Police and the National Cyber Security Centre). As of February 2021, the number of reports received stand at more than 5m with the removal of more than 36,000 scams and 71,000 URLs including those linked to COVID-19 fraud

Social distancing requirements resulted in the Economic Crime Academy accelerating work to improve accessibility of its training. Training on disclosure, online investigation, fraud investigation and bribery and corruption were adapted to enable virtual delivery. The Academy continues to work in partnership with Coventry University to develop a series of short course for police officers and other learners. The Academy supported national efforts to build law enforcement capacity in overseas jurisdictions linked to economic crime threats impacting the UK including Cayman Islands, Gibraltar, Seychelles, Ukraine and Pakistan.

Continued to develop the Cyber Griffin service, with funding, skills and promotional support from the Corporation. Cyber Griffin has worked with some of the largest organisations in the country facilitated by introductions from the Corporation. The Corporation also facilitated access to specialists whose advice shaped the service. Following COVID-19 social distancing restrictions, the Cyber Griffin operating model was changed through investment in new digital infrastructure. The Corporation supported this change in direction and within two weeks of the pandemic the first digital services were up and running. COLP was the first force to deliver national webinars and used its platform to support other forces in delivery of protect advice.

Rolled out police led not for profit Cyber Resilience Centres to every region of England & Wales providing subsidised or free cyber security guidance and consultancy too hard to reach micro and SMEs. These services are often delivered by students in partnership with universities making them affordable for those organisations who would not otherwise access cyber security advice.

Delivered national launch and regional roll out of the Police CyberAlarm, a free cyber security tool funded by the Home Office for SMEs to better understand their vulnerabilities and cyber threats they face. This tool provides police access to suspicious activity data from member organisations allowing police to build a clearer intelligence picture to drive operational activity.

Priorities for 2021/22

- Continue to support the Chair in his role as Deputy lead for Economic Crime and Cyber for the Association of Police & Crime Commissioners and use it to influence PCCs to prioritise fraud and support the inclusion of fraud in future strategic policing requirements. The APCC cyber and fraud roles have been brought together and are mirrored by the Police Authority bringing the City of London's Cyber security Working Group into the re-named Economic and Cyber Crime Committee of the Police Authority Board.
- To support and work with the Chair of the Police Authority with external engagement promoting the importance of economic and cyber crime with PCCs and other external stakeholders including the private sector and the work of the City of London Police in this area
- Implement strategic communications and engagement plan working with the Corporation

- Maintain and redefine the role of COLP as the national police lead for economic and cyber crime working in collaboration with the Home Office, National Economic Crime Centre, National Cyber Security Centre, policing and other partners in the public and private sectors
- Implement the findings of the HMICFRS fraud inspection due to be published in the summer of 2021
- Pilot a national proactive economic crime network in four regional organised crime units, which will be led and coordinated by COLP. Secure additional resources to extend the pilot to other regions in 2022/23
- Continue to build the Lead Force Operations Room and embed it as the operational headquarters for fraud policing
- Improve the Action Fraud / NFIB service, demonstrating the benefit and value of the service to Police & Crime Commissioners, Chief Constables and other stakeholders, and work in partnership with UK Finance to share data more dynamically to protect victims of fraud. Commence procurement of the Next Generation Service
- To develop the Economic Crime Academy as the National Economic Crime Academy for policing, in cooperation with the College of Policing as well as providing training for others in law enforcement and the private sector and to use technology to deliver this online as well as through classroom training
- Continue to develop the Cyber Griffin service offering both within and outside the City and to ensure it is adequately funded
- Establish a trading company through the Corporation to enable the support of national and international companies who wish to financially contribute to the regional cyber resilience centres to support businesses
- Procure Police CyberAlarm 2.0 to allow for the collection of greater data sets and potential commercialisation. This commercialisation would allow a higher specification version to be sold at cost to subsidise the free version as the project needs to move to a sustainable funding position
- Pilot a National Cyber Crime Network IT platform in partnership with the NCA making investigative tools, data and intelligence accessible to the national, regional and force Cyber Crime Units. This will allow cyber policing to identify opportunities to exploit the sharing of data at scale
- Focus on improving the operational response to ransomware and other cyber incidents working with partners in the NCA, National Cyber Security Centre, GCHQ and Home Office.
- Represent policing in consultations on planned legislative reforms for economic crime (e.g. duty to protect, mandatory fraud reporting for the regulated sector, suspicious activity report reforms, Proceeds of Crime Act and Asset Recovery Incentivisation Scheme reforms), and the Computer Misuse Act

Neighbourhood Policing

Lead Member for 2020/21	Deborah Oliver/Munsur Ali
Officer contact	Superintendent James Morgan

This report back covers two distinct areas of the Force's Local Policing directorate: Sector Policing and (parts of) City Police Task Force (CPTF). Each area has different roles and responsibilities that support the overall Force priorities.

The priorities for **Sector Policing** are embedding a problem-orientated approach to crime and anti-social behaviour to reduce and design out the opportunity for both to occur within the City, supporting the Force priorities of **Local Policing**, and **Violent & Acquisitive crime**.

For **CP Task Force** are priorities for **public order** are maintaining our Strategic Policing Requirement (SPR) mandated capability, providing specialist support to all areas of the Force and (where appropriate) supporting pan-London public order policing. This will support both the **Local Policing** and **Violent & Acquisitive crime** priorities, as well as contributing to all other Force priorities through the provision of specialist officers in support of Force-wide tasking.

New Sector Policing Structure

Under the Force's Transform change programme, Sector Policing became the first part of the model to launch in October 2020 with a focus on local priorities, increased visibility and crime prevention. The department provides a Partnership & Prevention (P&P) Hub, with officers and Police Community Support Officers (PCSOs) providing specialised knowledge of crime prevention, Anti-Social Behaviour (ASB) and problem solving and working with partners to address local issues. Dedicated Ward Officers (DWOs) on East and West Sectors provide our residents, business and transient communities with a point of contact into the force, with these officers linking into the P&P Hub to research and implement solutions to problems. Alongside these teams we have Sector Tasking Teams and a Proactive Crime Team, which provide resource to Sector operations to target crime and ASB issues in a particular area. Feedback from the local community and partners has been very positive and officers are enjoying getting to know all the contacts on their Wards.

With the closure of Wood Street Police Station, the Mounted Branch moved to temporary accommodation at Great Scotland Yard in December 2020 whilst stabling at the Honourable Artillery Company (HAC) is completed, due later in 2021.

Vulnerable People and Rough Sleeping

We received funding provided by the Ministry of Housing, Communities and Local Government (MHCLG) for two officers (£180,000 p.a.) to embed within the Corporation of London to work specifically on vulnerable people and anti-social behaviour issues in the City of London. This was due to continue throughout 2020, but due to financial pressures caused by the pandemic the funding was withdrawn by the MHCLG and ceased mid-year. The pilot was however deemed a success by the MHCLG and demonstrated the value of police officers working closely with the ASB Co-ordinator within the Corporation Community Safety Team, Community and Children's Services and Outreach teams.

As part of our on-going joint working, officers from Sector Policing provided dedicated support to officers in Community and Children's Services and Outreach throughout the Covid-19 pandemic and

the national 'Everyone In' campaign, aimed at ensuring all rough sleepers were offered accommodation during lockdown. We continue to support the Rough Sleeping and Homelessness Sub-Committee to work with partners on finding longer term solutions to these issues.

Independent Advisory and Scrutiny Group (IASG)

The Independent Advisory and Scrutiny Group has continued to meet regularly throughout lockdown via video conferencing and has a strong core membership of 12 community members. The Group has sub-divided itself into smaller teams dedicated to special areas of interest, namely: anti-social behaviour, counter-terrorism, cyber-crime, diversity and inclusion, fraud/financial crime, public order, roads policing, serious and organised crime, stop and search and vulnerable people. Training was adapted to be delivered to members virtually and some of the business undertaken included;

- Attendance at the force Gold group convened for the response to Covid-19
- Consideration of the force's Equality and Inclusion (E&I) strategy and action plan, attendance at the Equality and Inclusion Gold Group and at the E&I Operational Delivery Board.
- Attendance at the sergeants' promotion boards in late 2020, with reflections on the process fed back to the force for consideration
- Scrutiny of the force's stop and search and use of force data analysis

City Police Task Force (CPTF)

As part of the Force's Transform programme, along with the creation of the Sector Policing model we have created a City Police Task Force (CPTF) to bring together all of the Force's specialist, uniform functions: Roads Policing, Firearms, Public Order, Dog support, and niche specialisms (Marine policing, explosives, Chemical Biological Radiological & Nuclear (CBRN) response and drones) which we deliver by seconding officers into the relevant Metropolitan Police Service (MPS) units.

CPTF was formed in February 2021, but its formal launch has been delayed by the COVID Pandemic. The Task Force will deliver a wide range of specialist capabilities to support all areas of the Force, including Sector Policing, our pan-London and National remits. This will be achieved by providing tailored, task-specific 'packages' of capability at the time and place they are needed to support the prevention, reduction and detection of crime.

Public Order

We continue to be able to meet our Strategic Policing Requirement (SPR) commitment for officers training in dealing with the most serious disorder. In line with all police forces nationally, we have also received additional SPR obligations to generate teams of officers to respond to protest or mass participation events with more serious tactics (and therefore training) are not required. We are also able to meet this new SPR requirement.

The COVID Pandemic has significantly affected the incidence of violence and public order offences in general, and in the Night Time Economy in particular. With most of the licenced trade closed or severely restricted for most of the year, we have seen a very low level of such offences compared to pre-Pandemic years.

We continue to support pan-London policing of public order and public safety events in conjunction with our partners in the Metropolitan Police Service and British Transport Police. Over the last year, Police Support Units (PSUs) and Command Teams from the City of London Police have supported all major events in London, including the Black Lives Matter (BLM) protests and counter-protests in summer 2020; policing of Unlicenced Music Events and the changing nature of COVID restrictions throughout the year; Extinction Rebellion and climate-related protest; the Million Mask March; the New Year's Eve policing plan; and Stand Up X and other anti-lockdown/anti-vaccination protests. In total, we have deployed units to over 71 events this year.

In addition to PSU and Command Teams, we continue to provide specialist capabilities to support City and pan-London policing, including Public Order Medics, Evidence Gatherers and Forward Intelligence Teams. The Support Group are also trained in Method of Entry and Rapid Entry Tactics. These tactics are used to support other parts of the Force to gain entry to premise where there is a risk to officer safety from suspects (based on intelligence) or there is a risk of loss of evidence, or both. These tactics have been utilised broadly to support the Force, including the National Lead Force for Fraud and Cyber Crime. These have included numerous High Profile raids including Frauds linked to COVID and Intellectual Property, notably in March 2020 in Manchester. A Large Business premises linked to the sale of substantial quantities of counterfeit clothing and medication was targeted jointly by the National Lead Force, supported by the City Support Group and our counterparts in Greater Manchester Police. Support Group officers played a key role in gaining entry to the premise and securing evidence and suspects.

We continue to pioneer the use of Police Cyclists in supporting the policing of public order/public safety events and have deployed Cycle Serials on 4 events over the past year (BLM protest Aug 2020; Central London Demonstrations, Dec 2020; Stand Up X demonstrations March and April 2021).

Forward Look – 2021-22

For both **Sector Policing** and **CP Task Force** the focus of the coming year will be on embedding the new structures and ways of working as demand increases in the aftermath of the pandemic, ensuring we remain ahead of problems rather than being forced purely into a reactive position.

For **Sector Policing** this will see a problem-orientated, partnership approach become second nature and firmly rooted in all aspects of Local Policing.

For **CP Task Force's** support to **Public Order** this will see continued day-to-day support to Sector and 24/7 policing, coupled with the wider changes we envisage around tasking and task-organisation of our specialist uniform resources to deliver the right effect, at the right time, in support of the whole Force and partners on a London and National basis.

Transform	
Lead Member for 2020/21	Andrew Lentin
Officer contact	Oliver Shaw - D/Ch. Supt. Head of Operational Change

Developments in 2020/21

Over the past year good progress has been made on Transform.

At the start of the year the Force had:

- Identified each service / activity that they undertake on a daily basis
- Put these activities into strands where they can be delivered, in-line with Peelian principles
- Set out the summary design principles for each strand, applying challenge to:
 - identifying any non-essential services
 - expanding work with partners e.g. NHS, charities
 - expanding collaboration with other forces e.g. MPS, BTP
 - identifying where technology can be applied to automate functions
 - identifying commercial opportunities (revenue generation)
 - exploring where volunteers could be used to greater effect
 - identifying where future demands were likely to fall

In the course of the year the Force has:

- Mapped the above activities into five new business groups, the main components of the Target Operating Model (TOM). Collectively, these designs orientate the force's business model towards a preventative stance
- Developed and approved detailed designs for these five business groups, which are
 - Local Policing
 - Specialist Operations
 - National Lead Force Operations
 - HQ
 - Operational and Business Support
- Commenced implementation of the TOM with Local Policing going first, alongside some smaller elements such as a new Lead force Operations Room (LFOR)

The implementation of Local Policing and LFOR commenced in September 2020. As reported to the March 2021 PAB meeting, the introduction of Sector policing and LFOR has delivered a number of performance and aligned improvements:

- CoLP has seen a significant improvement in its positive outcome rate for reported crime (31% of offences against a national average of 13.8%).
- Outstanding warrants / wanted persons has reduced by a 67%.
- There has been a noticeable increase in offender management with a 50% increase in the number of prolific offenders under active monitoring.

- LFOR has delivered an 8% increase in the number of cases disseminated to forces up and down the country.
- Numerous future-proofing enhancements have been introduced including digital public space message boards ('Digi-stoppers'); the launch of a design competition for Digital Police Boxes; the installation of electric vehicle 'fast chargers' and the launch of a Business Crime Reduction Partnership

In terms of next steps, the programme is currently focused on implementing the remaining business groups, with the majority of changes due to launch on June 28. Implementing these business groups is expected to deliver a number of high-level benefits:

- Specialist Operations Greater proactivity and the use of automation technologies
- National Lead Force Operations Enhanced prevention work and national collaboration
- HQ Stronger planning, control and continuous improvement
- OBS Greater digitisation and automation in service delivery

In developing CoLP's TOM, the SIA Member for Transform has been an active participant in monthly programme board meetings, in addition to supporting a number of design challenge panels. His contribution has been invaluable in providing independent scrutiny and advice, drawn from his professional experience which includes assisting large organisations to introduce transformational change.

In parallel with the development of CoLP's TOM, the reporting arrangements for PAB have been updated - to help PAB Members better understand the benefits of CoLP's future operating model. Again, the SIA Member has been an active participant in these discussions, alongside the Head of Police Authority Finance. These arrangements went live in January 2021. Further, the SIA Member has made himself available for one-to-one meetings with the Transform Programme Director. These informal meetings have helped to shape a number of bespoke PAB products - including a Members' briefing event held on 23rd September 2020.

Future focus – 2021-22

Following the scheduled presentation of CoLP's TOM to the June 2021 PAB meeting, the future SIA plan for Transform includes a series of Member Q&A sessions - to be held during the second half of 2021. These sessions will take the form of 'deep-dives' into specific sections of the TOM - the proposed sequence being:

- Local Policing
- Specialist Operations
- National Lead Force Operations
- CoLP HQ
- Operational and Business Support (including shared services)

In terms of the areas and issues likely to come under focus in the year ahead, these were briefly discussed at the first meeting of the new PAB Resource, Risk & Estates (Police) Committee. The topics are:

- The relationship between CoLP's TOM and its Corporate Plan / Policing Priorities
- Funding CoLP's TOM during the current MTFP period
- The linkage between CoLP's TOM and its workforce strategy

- The relationship between CoLP's TOM and its accommodation strategy

Road Safety and Casualty Reduction

Lead Member for 2020-21	Alderman Alison Gowman
Officer contact	Superintendent James Morgan

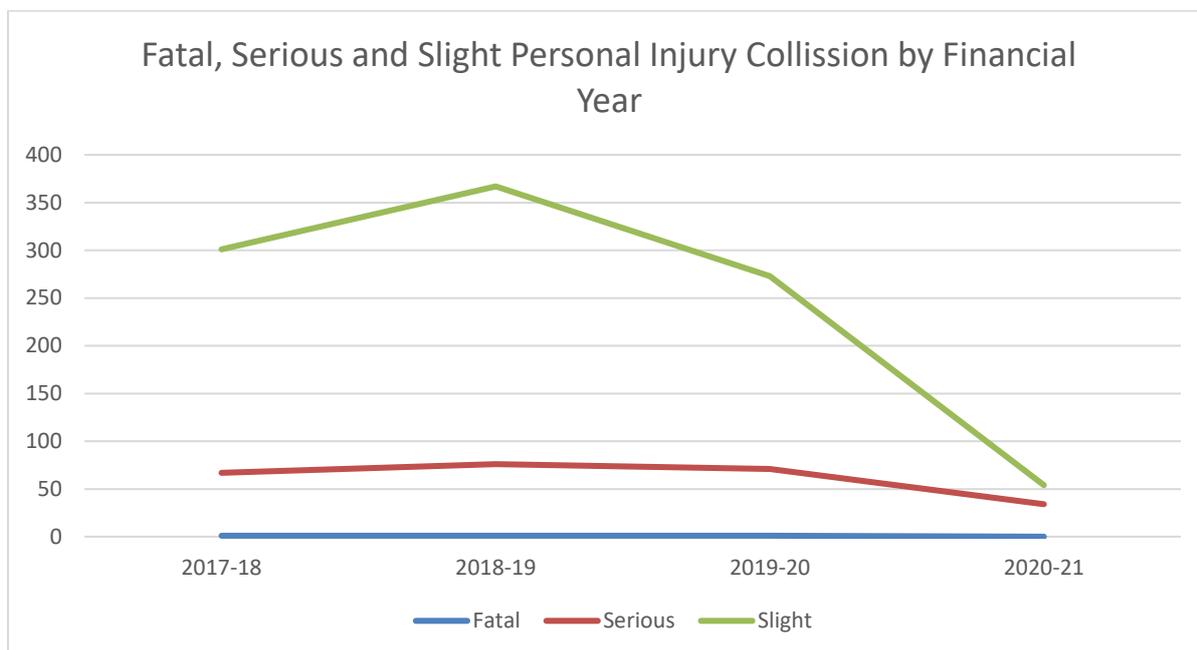
As part of the Force's Transform programme, the Roads Policing Unit and responsibility for Roads Policing has moved from the former Community Policing structure (now Sector Policing) to the newly formed City Police Task Force (CPTF). CPTF brings together all the Force's specialist, uniform operational support functions. In addition to Roads Policing this includes firearms, public order, dogs, search and VIP escorting.

Within Roads Policing, we continue to evolve our design based on the operational learning from supporting the response to the COVID Pandemic (Operation Tamar). Over the coming year we will transition from a unit structured around specific teams for different functions (core roads policing; road crime; commercial vehicles) to a single, highly and multi-skilled team that can be configured and deployed to deliver specific operational effects to counter the entire spectrum of Road Harms: from NPCC 'Fatal Four' national campaigns, to pan-London 'road harm' operations, support to other Force activity (for example, Project Servator, the National Lead Force functions around economic crime or in support of public order policing) and targeting specific, local road harm problems.

Over the coming year we will develop a more formal relationship with our partners in the Metropolitan Police Service (MPS): this will ensure a 'one London' approach to training and standards, as well as ensure the consistent provision of professional Roads Policing officers to the City (and wider London) on a 24/7 basis. This will also support our response to the HMICFRS thematic report "Roads Policing – Not Optional", and the concurrent drive to greater professionalisation of Roads Policing training and accreditation which will be underpinned by changes to be introduced by the Police, Crime, Sentencing and Courts Bill.

Total Casualties from Personal Injury Collisions by Financial Year

CLASSIFICATION	2020-21				2019-20				2018-19				2017-18			
	FATAL	SER.	SLIGHT	TOTAL												
PEDESTRIANS	0	3	13	16	1	29	82	112	0	26	80	106	1	29	86	116
PEDAL CYCLES	0	20	23	43	0	24	99	123	0	35	97	132	0	21	101	122
POWERED 2 WHEEL	0	11	8	19	0	15	44	59	1	11	71	82	0	10	59	69
CAR OR TAXI	0	0	8	8	0	1	35	36	0	1	30	31	0	4	44	48
P.C.V.	0	0	2	2	0	2	11	13	0	3	12	15	0	2	10	12
GOODS	0	0	0	0	0	0	2	2	0	0	1	1	0	1	1	2
OTHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	34	54	88	1	71	273	345	1	76	291	367	1	67	301	368



Oversight for this Special Interest Area has been conducted by Alderman Gowman throughout 2020/21 and has recently been handed over to Graham Packham, who will also be the Police Authority Board member attending the Streets and Walkways Sub-Committee. Alderman Gowman has played an active role in encouraging the reintroduction of the Road Danger Reduction Partnership lead by the Corporation of London, which has met twice in 2021 and has agreed a new Terms of Reference and membership. An APCC Roundtable on Road Safety took place in July 2020 and Alderman Gowman attended this having received a briefing note on items for discussion from officers. Findings from the Parliamentary Advisory Council for Transport Safety (PACTS) report presented for discussion at this meeting were considered and incorporated into the new Transform design for Roads Policing.

In 2020 the HMICFRS published their findings from a national review of Roads Policing in a report titled Roads Policing - Not Optional. The review contained a number of recommendations for partner agencies, including police forces, to ensure roads policing is given the priority status and recognition it deserves and Alderman Gowman has been updated on progress in these areas as part of regular meetings with senior officers in Local Policing.

The City of London Police Roads Policing Unit continues to be supported by TfL funding secured through a Special Services Agreement, however this arrangement is currently under review due to the financial pressures caused by the pandemic.

Achievements in 2020/21

In line with the evolving national approach to Roads Policing, we are adopting a holistic approach to policing 'Road Harms': this incorporates our ongoing work to address the 'Fatal 4' offences (excess speed, mobile phone use; failing to wear a seat belt; drink drive; and drug drive) in support of Vision Zero, as well as the criminal use of the road network. This holistic approach recognises that those using or exploiting the road network for criminal purposes are more likely to be non-compliant road users (those without insurance, or a MOT or with a greater propensity to commit 'Fatal 4' offences). This is informing the evolution of our Transform design to create a flexible, multi-skilled unit that be

tasked and targeted against Road Harms holistically to reduce harm and crime on the roads.

We continue to reduce injury and deaths on our roads. In the previous financial year (2020/21) no fatality were recorded on the City's roads and the overall number of personal injury collisions reduced by 75% from 345 to 88. The multiple lockdowns, in response to the COVID pandemic, and the resulting reduction in both vehicle traffic and pedestrian footfall within the City over the year are the main drivers for this change: concurrently TfL noted a 65% decrease in motor vehicle traffic on the Strategic Road Network within London⁷. The distorting effect of COVID on this data is too great to draw any meaningful conclusions about year-on-year trends. We will monitor (in partnership with the Corporation through the Road Danger Reduction Partnership) collision data as the City recovers from the pandemic over the course of the coming year.

As well as a wide range of proactive operations targeting 'Road Harms' holistically, we continue to support the NPCC Roads Policing annual campaign plan focused on the 'Fatal Four', and have delivered local operations in response to specific concerns from our community. These specific relate to speeding during lockdown and the behaviour of cyclists and eScooter users. Throughout lockdown 1 and 2 we mounted a 'whole Force' approach to excess speed, training a large number of Response officers in the use of speed detection devices in addition to Roads Policing Officers to ensure a persistent, 24/7 capability. During Lockdown 3 we established the Tamar Tasking Team (Operation Tamar being the Force's response to COVID 19) to target Road Harms and COVID regulation breaches.

In the FY 20/21 the Force seized 256 vehicles being driven in a non-compliant manner on the City's roads (without a driving licence or insurance): of which the Roads Policing Unit seized 131 or 51%. Whilst this is down on the previous FY by 51% it must be noted that this reporting period covered the COVID 19 pandemic.

This trend is not repeated in terms of traffic offence reports. FY 2019/20, 1079 tickets were issued; whereas in 2020/21, we issued 1179, a slight increase. This is due in part to focus operational activity by the Road Policing Unit, along with Response teams and (from Jan-Mar 2021) a dedicated operational team (the 'Tamar Tasking Team') under the Force's overall COVID response to target Road Harms on the City's Roads. Of these, the Roads Policing Unit and the 'Tamar Tasking Team' accounted for 784 or 44% of the offences reported.

In addition to the Tamar Tasking Team, we have supported a range of joint London and Regional operations; these have included Operations KAISER and MOBIUS, jointly with the BTP and MPS using ANPR to target criminal use of the road network during lockdown; our contribution to the national Operation SCEPTRE (knife crime) and London and South East regional operation PANDILLA (violence and priority crime). Collectively this has led to over 145 arrests, the seizure of in excess of £450k in cash, and the recovery of 28 offensive weapons.

We continue to invest in our Cycle Patrol capability, both as part of our commitment to carbon reduction and to ensure we have an appropriate and responsive tactical option to engage with inappropriate behaviour by cyclist as well as crime committed by offenders on pedal bicycles. During FY 20/21 we trained an addition 33 cycle officers and are planning to roll out further training in FY 21/22, including scoping training all student officers during basic training. We now have 49 fully deployable cycle-trained officers across the force, and a further 21 trained but not yet fully deployable as they await the delivery of role-specific equipment (supply chains have been impacted by the exceptional demand for cycles, cycling clothing and equipment due to the pandemic): giving a total of 70 officers (nearly 10% of the Force).

⁷ [Travel in London Report 13 \(tfl.gov.uk\)](https://www.tfl.gov.uk/reports-and-figures/annual-reports/2020-21)

We were disappointed that our joint bid with the Corporation and Coventry University for grant funding to the Road Safety Trust was unsuccessful. Our joint plan was to pilot a training, licencing and education scheme for eScooter users alongside a pilot hire programme. Whilst this was not successful (due to stiff competition) we have continued to work in partnership with the Corporation to develop a comprehensive operational plan for the policing of eScooter use, which will support the pan-London pilot eScooter hire scheme being run by TfL in conjunction with the Corporation.

The CoLP Commercial Vehicle Unit (CVU) has continued working as part of the pan-London Freight Compliance Unit, undertaking targeted enforcement of commercial vehicles in conjunction with the Driver and Vehicle Standards Agency, TFL, Environment Agency and the Metropolitan Police. This has resulted in 76 roadside operations in 2020/21 (Financial year) within the City of London area, with 944 commercial vehicles stopped, resulting in 717 commercial vehicles with offences. In total, 803 offences were identified. Since March 2021 and the introduction of the “Direct Vision Standard” requirements placed upon Commercial Vehicle Operators entering London, CoLP CVU Officers are now involved with TFL Enforcement teams and are assisting with facilitating training for new TFL staff. Partnership working with the “Central” Metropolitan Police CVU now sees the CVU working weekly on major trunk routes into the Central City areas, taking the enforcement to the surrounding routes before it reaches the City.

Plans for 2021/22

As noted above, we will continue to evolve our Transform design to incorporate the operational learning from the COVID response (Operation Tamar) and reflect the changing national guidance driving by the response to the HMICFRS report and the Police, Crime, Sentencing and Courts Bill. This will ensure we can continue to deliver an effective, targeted and enduring approach to Road Harms across the City: in particular around training.

We will continue to support the NPCC annual campaign plan to target ‘Fatal 4’ offences, as well as supporting the wider Force (Sector Policing, Project Servator, National Lead Force) in line with the wider CP Task Force operating model. We will also support pan-London and regional operations which support Force prioritises and effectively address Road Harms.

Safeguarding and Public Protection (Vulnerability & ICV Scheme)

Lead Member for 2020/21

Deputy Keith Bottomley

Officer contact

DCI Matt Mountford/DI Anna Rice
& Rachael Waldron ICV Scheme Manager

Safeguarding and Public Protection - Vulnerability

Developments during 2020/21

As with most areas of policing the COVID pandemic has significantly impacted the reporting figures in relation to all aspects of public protection. This is a trend that has been seen across all police forces.

In relation to the City, this is specifically due to a reduction in footfall through closure of licensed premises and fewer workers and tourists in the City.

During both lockdowns, the number of Domestic Abuse and sexual offences has fallen considerably. Following the lift of the first lockdown in late 2020 an increase in domestic abuse offences was seen, particularly linked to hotels.

As such, the focus through 20/21 has been on maintaining engagement with the community despite the difficulties that COVID-19 has presented. This has been particularly important when considering that lockdown is thought to increase the harm to those living in abusive relationships.

The Public Protection Unit and Sector Policing teams have worked closely with the Community Safety Team and Vulnerable Victim Advocate to consider alternative ways to engage with the community and encourage reporting. This has included increased reliance on social media campaigns, including a series of videos covering sexual violence and domestic abuse.

A Hotel Engagement Newsletter has been developed, focussing on different themes of vulnerability to raise awareness with hotel staff and provide guidance on how to respond to incidents.

A virtual conference was planned for March, but this has been postponed due to the second lockdown and closure of hotels.

Operation Makesafe (formerly Alarm Call) – testing hotels response to child exploitation was put on hold through 2020/21 due to the hotel closures.

The Vulnerable Victim Advocate continues to play a key role in the City of London response to vulnerability. Further funding was secured through a POCA bid for 21/22 to return the

role to full time and expand the engagement work further, along with providing a resource to conduct surveys of vulnerable victims of crime. As part of the bid, an independent review was also commissioned to scrutinise the COL response to VAWG and identify good practice and service gaps. The report and recommendations from this review are due in May 2021.

Despite the barriers presented by the COVID pandemic, City of London Police have maintained their safeguarding response as a frontline service. Most safeguarding meetings have moved to virtual platforms, and despite early challenges due to lack of IT software, this has now been overcome with the rollout of new devices. The move to virtual meetings platforms has actually seen an increase in attendance at safeguarding meetings. MARAC has continued to be well attended throughout the year, with several complex high-risk cases being heard with effective engagement and problem solving across the partnership.

Following the HMICRS recommendations from the Child Protection Inspection in 2020, the force has developed a Child Protection Action Plan to address the areas for improvement. Work is ongoing to improve the force understanding and application of the 'Voice of the Child'. This includes training for staff, prompts for control room and responding officers and DIP sampling of crimes and PPNs. These activities feed into the Vulnerability Working and Steering Groups and link to the National Vulnerability Action Plan.

Future Plans/Challenges 2021/22

- Continuing to adapt and respond to the changing needs of safeguarding as COVID19 conditions relax.
- Continuing to improve the force's response to domestic abuse and to sexual offences through partnership initiatives involving the MPS and CPS. This is particularly important considering the recent national focus on VAWG.
- Implement and embed relevant changes associated with the DA Bill 2020.
- Following the review of VAWG services in the City, consider the recommendations and work with the CoL to secure longer term funding for the Vulnerable Victim Advocate.
- Roll out of further vulnerability training, focussing on Voice of the Child and specific City processes.
- Monitor the effectiveness of training and assess whether Voice of Child is embedded across the force
- To ensure COLP has the capability to complete surveys of vulnerable victims of crime in order to fulfil Home Office requirements and obtain feedback from those we protect.

Safeguarding and Public Protection - The ICV Scheme

Background

City Visitors are volunteers who give up their free time to provide independent scrutiny of the treatment of those held in police detention and the conditions in which they are held. They play a vital role in bringing together police and communities closer together and enhancing public perception of police procedures and practice in relation to custody.

The Panel is presenting the annual report in August. The details below are a summary of the main issues dealt with in the last year.

Organisation

The City of London Independent Custody Visitor (ICV) Panel currently consists of 9 visitors who visit the custody suites at Bishopsgate Police station once a week (and other occasional visits to Brewery Road facility). Deputy Keith Bottomley attends the quarterly Panel meetings, and in addition, representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by staff from the Town Clerk's department.

Coronavirus: The Coronavirus (COVID-19) outbreak at the latter of end of March 2020 drew further attention to the need to ensure greater parity of care and effective oversight was in place in relation to detainee health and welfare. The CoLP Custody Team and Scheme Manager worked together to ensure physical visits to custody were maintained throughout the course of the outbreak. Electronic copies of reporting forms were accessible throughout, which allowed for any issues relating to detainee welfare and hygiene to be identified easily, and for any corrective action required to occur in adequate time. ICVs continued to monitor and report their findings across issues of concerns which included adequate access to PPE provision and safeguards (Including Appropriate Adults and Solicitors). The Panel have been pleased with the positive work carried by CoLP Custody Team, under extreme circumstances while officers and staff faced significant difficulties.

Exercise Yard: The areas of improvement (AFIs) published in HMICFRS inspection report in 2018 included those of unsatisfactory conditions and privacy concerns for some detainees held, particularly when detained across extended periods of time. Whilst appropriate exercise provision no longer remains an outstanding recommendation requiring action, there have been a number of challenges encountered which significantly delayed the opening of the exercise yard.

An independent lesson learned report should be commissioned by the City of London Police to capture success and identify project management process improvements.

CCTV Upgrade: The existing CCTV within Bishopsgate Custody Suite was replaced, and an additional camera installed in the Exercise Yard as part of the Secure City programme.

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

to attend custody on a biweekly basis to visit detainees, visitors and staff working within the suite. This visiting arrangement will come into effect once COVID-19 restrictions are eased.

Panel Training: The Panel has received training on the importance of representation and Diversity and Inclusion in the Media, which considered key issues for custody. ICVs will also be attending future refresher training delivered by MOPAC and across issues relating to assertiveness, Autism and Learning Difficulties in Custody.

Equalities and Inclusion Practice: In light of wider national conversations around policing, The Black Lives Matter Movement and the need to ensure greater diversity across police workforces, the Police Authority Board set out a Policy Statement in March 2021 which outlined the Board's response to the Tackling Racism Taskforce Review and recommendations. This Policy Statement outlined the Board's intention to fulfil its legal obligations under the Equality Act 2010 and associated Public Sector Equality Duty (PSED); and commitment to work alongside the CoLP to ensure that the Force is representative of the wider community that it serves, at every level of its recruitment, retention and working practices.

The City of London ICV Scheme is also involved in a collaborative project with the Independent Custody Visitors Association (ICVA) and Criminal Justice Alliance which seeks to improve the monitoring of equalities by ICVs (with a focus on race and women) and improve the treatment of black, Asian and ethnic minority people in police custody. Publication of this report is expected in Autumn 2021.

Priorities for 2021/22 include:

- Continued recovery from the COVID-19 Pandemic.
- A review of the City of London Independent Custody Visitors guidance to ensure alignment with the CoLC Safeguarding Policy.
- Working with ICVA and the Criminal Justice Alliance to improve the monitoring of equalities by ICVs and improve the treatment of black, Asian and ethnic minority individuals and women in police custody.