

Committee(s): Police Authority Board	Dated: 13 December 2023
Subject: City of London Police -Special Constabulary Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 143-23	For Information
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Summary

At the June 2023 Police Authority Board (PAB), under the Commissioner's Update item, Members were informed of the completion of the City of London Police Special Constabulary Re-structure. The Chair requested a post implementation review report be brought back to the Committee, agreed to be by the end of March 2024.

At the October Police Authority Board, the Chair requested an update be brought to the Board before Christmas 2023 and this interim report is in response to that request.

The report covers the background to the restructure, current resources, key data, information on duties, recruitment plan and a look forward.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

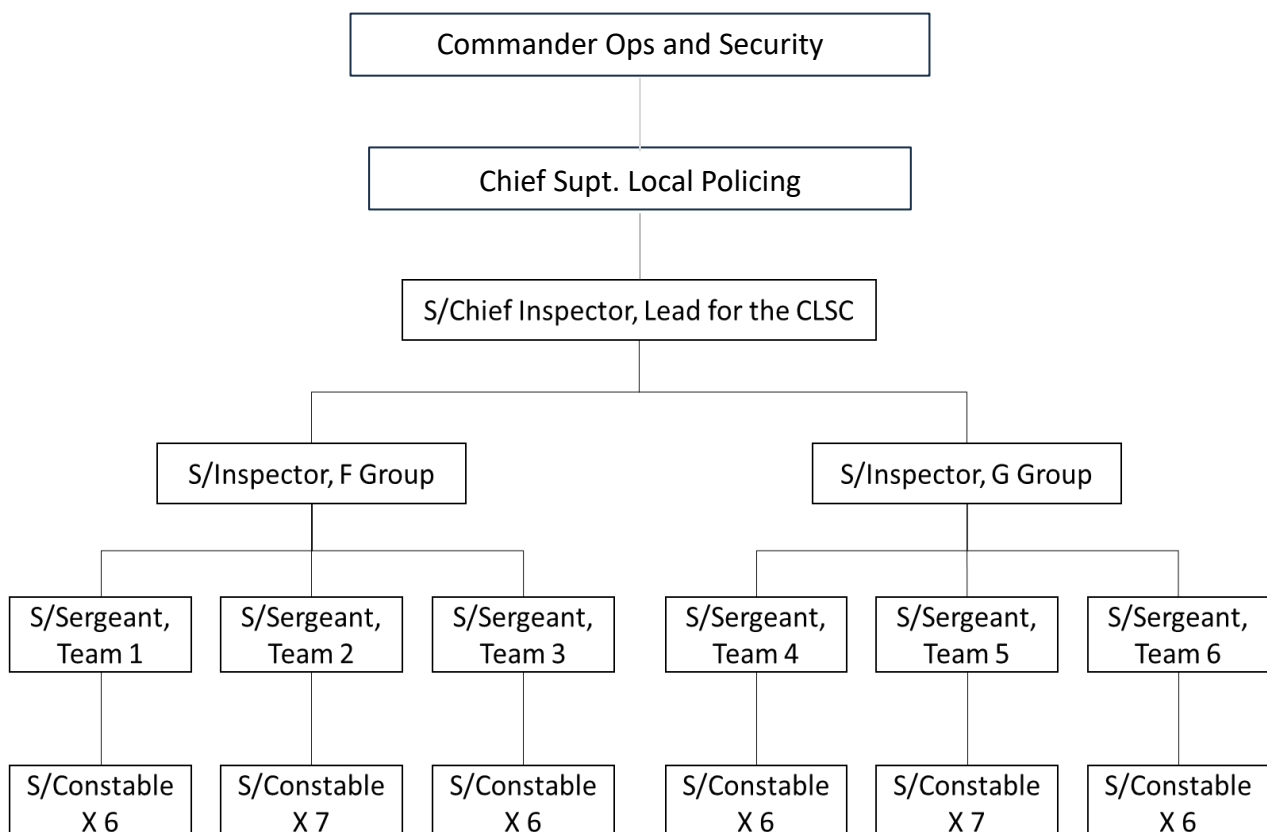
1. The City of London Special Constabulary (CLSC) restructure process commenced in October 2022, with decisions being implemented from February 2023.
2. The CLSC restructure was a City of London Police (CoLP) Chief Officer Team initiated exercise to review the structure, scope and role of the Special Constabulary in the CoLP. Commander Operations and Security led the review, undertaking extensive stakeholder consultation, which led to restructure actions

being implemented from Feb 2023. Key updates were provided to PAB during the course of the implementation.

3. The review has enabled a fresh look at structures, systems and processes for the CLSC to improve efficiency, effectiveness and decision making through a streamlined leadership model. It has also enabled a closer link to Local Policing, and this has led to better interconnectivity with tasking and operations. It has also focussed support for those Specials who have not been meeting minimum performance requirements.
4. The last year has seen significant change structurally and personally within the CLSC and the change journey continues. The current impact on the CLSC has seen a reduction in headcount and roles (“ranks”), we now have a more defined focussed team, with a higher percentage of active and post-probation officers looking forward to being joined by 9 experienced transferees and rejoiners, who are undergoing the final stages of the transfer process.
5. Special Constabulary officers were appreciative of the CoLP supporting the reintroduction of our annual Awards and Recognition Dinner and also enabling officers to deploy at the Coronation of HM the King and HM the Queen Consort.

Current Position

6. The information below is a high-level view on current CLSC resources and deployments over the past 4 quarters (October 2022 to September 2023) with a comparison to the prior 4 quarters (October 2021 to September 2022), and a look-forward to the next 12 months.
7. The structure as at end of September 2023 is below. All officers are within Local Policing.



Resources

8. There are currently 47 members of the Special Constabulary, with 32 officers deployable onto uniformed public-facing duties. The role breakdown at end of September 2023, compared to a year before, is below, with commentary providing a further breakdown of current resources.

Role (including acting & temporary positions)	Resources end Q3'22	Resources end Q3'23
Special Constable	38	38
Special Sergeant	10	6
Special Inspector	4	2
Special Chief Inspector	1	1
Special Superintendent	3	0
Special Commander	2	0
Total Officers	58	47

Commentary:

- A further 8 officers are non-deployable onto uniform public-facing duties due to injury or illness. They are still able to be active on 'light-duties'.
- 5 officers are unable to perform any duties and are considered 'inactive'. Inactive officers are those who are unable to perform duty for an approved reason for more than 3 months and this will include statutory leave (e.g. maternity); injury/illness; personal reasons such as work pressures, bereavement etc; or at the request of Professional Standards Department (PSD).
- It should be noted that 8 ex-regular police officers are in the CLSC, including 5 from the CoLP.

Comparative Data

9. The following table compares the resource and duty data for the last 4 quarters to those a year earlier:

Data	Q4'21-Q3'22	Q4'22-Q3'23
Total Duty Hours	10,045	8,841
Total Duties	1,981	1,889
Average Resources	68	55
Of which: Average Active Resources	57	48
Average Monthly Hours per Active Resource	14.75	15.3
Officers Completed Probation at end of Q3	73% (44)	81% (38)

Commentary:

- Although the total number of duty hours and duties performed have reduced, this is primarily due to the reduction of Specials in the CLSC.
- This reduction is due to a number of factors, the main ones being the recruitment hiatus due to Covid and then the prioritisation of the Police Uplift Programme; officers moving away from London or the UK; or changes in their personal circumstances e.g. new employment or starting families.
- The 19% (68 to 55) drop in resources has not equated to a corresponding decrease in duty hours, the reduction being 12% (10,045 to 8,841), with a 5% (1,981 to 1,889) decrease in duties being performed.
- The percentage of active officers has increased from 83.8% (57 out of 68) to 87.3% (48 out of 55) and those officers are, on average, performing 3.7% hours of duty a more each month than the previous period. An 'active' resource is an officer who is not on an approved leave of absence which makes them inactive i.e. they cannot perform any duty (e.g. statutory leave, personal leave, PSD requirement). Active officers include those who are deployable on public-facing duties and those on light-duties.
- A number of other factors should be considered:
 - a. a number of officers who performed significantly above the mean have performed less hours this year, thereby the number shows a general increase in average across officers;
 - b. for a period of about two months the number of officers who could be deployed was significantly reduced severely impacting duties performed, whilst their first aid and public & personal safety training (PPST) was renewed following revised policy decisions;
 - c. the reduction in officers against continuing high demand and the lack of new officers joining could have created a pressure cycle which could have disincentivised officers, but this has not occurred yet.
 - d. This commitment continues despite the current general decrease in volunteering in the country (e.g. [Volunteering in sharp decline in England since Covid pandemic | Charities | The Guardian](#)) as well as officers having to focus on their employment responsibilities and priorities due to the economic downturn and employment insecurity.

Duties

10. CLSC officers are line managed within Local Policing following their restructure, this has generated benefits with a single command chain, simplified decision-making and continuity of key stakeholders. Being in one directorate has not limited the CLSC's capability to continue to support the force in other areas, specialisms and projects.
11. This includes CLSC officers supporting the National Lead Force (NLF) in the National Fraud Intelligence Bureau (NFIB) with a number of officers joining the national Cyber Volunteering initiative, and they can be utilised by forces to support investigations.

12. CLSC are also proud of their public order skills and training, regularly providing serials to a range of policing operations which include locally in the City of London and Pan-London via Operation Benbow. These deployments have included Christmas Campaign, London Marathon, The Coronation, Op Reframe, Great City Run, Notting Hill Carnival, Lord Mayor's Show, Remembrance Sunday.
13. Furthermore, CLSC officers provide training and mentoring support our Police Cadets and custody management projects.
14. As per the outlined recruitment plan, CLSC will continue to develop the investment and support to our specialist functions within National Lead Force and Corporate Services.

Dedicated Support Officer Recruitment

15. In line with the restructure pledge to support CLSC with a dedicated specialist resource, PC Thomas Quirke was selected as the support officer for the CLSC. This has seen significant benefits to the CLSC as PC Quirke has enthusiastically taken on the role in enabling and supporting the CLSC supervisory structure.
16. This not only relieves some of the pressure on Specials to attend meetings, complete tasks, and attend the station during the working day, but PC Quirke also takes ownership of projects and resolution of issues.
17. He also proactively supports individual officers in closing skills and confidence gaps as well as arranging opportunities to upskill the CLSC.

Recruitment

18. The current recruitment plan is as follows:

Quarter	Transferees/Rejoiners	New Joiners
Q1'24	9	
Q2'24		12
Q3'24	12	
Q4'24	12	

Commentary:

- 9 transferees/rejoiners are currently being recruited and are progressing through the vetting stage. These candidates were invited to the recent CLSC Dinner and also to participate in the Lord Mayor's Show and Remembrance Sunday operations. They bring skills including detective investigation, authorised searching, licensing and of policing in counties with a wider range of incidents experienced.
- For future recruitment activities, clear roles and responsibilities between the CLSC and HR have been agreed to maximise capability, expertise and bandwidth so that future recruitment will be more appropriately resourced.

- For the cohort of 12 new joiners, we have 100 expressions of interest and the candidates from the cancelled 2022 cohort which will form the basis of the candidate pool for this cohort.
- Engagement is ongoing with Learning & Organisational Development (L&OD) on the delivery of the initial learning of the new cohort. The syllabus has been reviewed across various stakeholders and has been reconfigured to support the 8 days of training required for PPST. Discussions are ongoing as to how the training of initial learning can be resourced.
- Volunteers for specific roles are also being recruited when HR and Vetting resourcing allows and in agreement with HR.

Honourable Artillery Company (HAC)

- In 2003, the “Special Constabulary Detachment” of the Honourable Artillery Company (HAC) based at Armoury House, City Road EC1 transferred from the Metropolitan Police Service (MPS) to the City of London Police. The relationship is governed under a Memorandum of Understanding (MOU).
- Between 14 and 18 officers from the CLSC have been members of the HAC under their own structure and governance with a dual reporting line into the CLSC/CoLP command structure.
- As a result of the restructure, the officers who were based at the HAC have been relocated to Bishopsgate Police Station, fully integrated into the CLSC supervisory structure and reporting lines and being tasked to support Local Policing priorities. No separate operational governance structure remains at the HAC and no policing activity takes place in the grounds of the HAC, unless tasked by Operational Planning. The restructure has therefore enabled an improvement in command and operational efficiency in this respect.
- It should be noted CoLP Police Cadets remain based at the HAC.
- The current MOU is in the process of being amended to reflect the restructure, and the ability for CLSC officers to remain social members of the HAC.

Looking Forward

19. Our current headcount will continue to reduce by a small number of officers as 2 officers transfer to other forces, 1 leaves the UK, and another transfers to the Police Volunteers. Changing personal circumstances and performance regulations may also see some officers leave but this is difficult to predict. We will also continue to actively manage performance and support officers through regulatory processes where appropriate.

20. With the current recruitment plans, resourcing is likely to be as below (assuming a 4% attrition rate):

Quarter	Start of Quarter	Transferees/Rejoiners	New Joiners	Leavers	End of Quarter
Q1'24	45	9		2	52
Q2'24	52		12	2	62
Q3'24	62	12		3	71
Q4'24	71	12		3	80

21. The target is 90 officers which we should achieve in Half 1 2025, assuming continued authority to recruit.

22. We plan to continue to train officers to support Level 2 public order duties; train more officers on cycles; work with L&OD to introduce the new PPST training so support officer availability; and enable officers to be trained in Taser once the governance processes have been completed.

23. Additionally, we plan on building on the existing working relationship with the Roads Policing Unit (RPU) and identifying opportunities for officers to work with that unit. We will continue to support Custody Management projects with Specials who have Subject Matter Expert (SME) knowledge and recruitment of volunteers. A CLSC SPOC and PC Quirke are now liaising with Events and Duty Planning to identify opportunities where the CLSC can assist resourcing of Level 3 and Level 2 public order deployments.

24. We are keen to Identify opportunities for Specials to support other teams and departments outside of Local Policing. This will aid retention and recruitment (especially of ex-regular officers) and provide access to skills within the CLSC.

25. The CLSC will:

- Continue to support the CoLPs cadet unit, especially as it expands, through encouraging officers and recruiting volunteers to support it.
- Continue to develop the interoperability partnership with the Metropolitan Police Special Constabulary (MSC) and pursue joint working and training to enable different opportunities for both forces. A serial from the MSC joined the CLSC in supporting the Lord Mayor's Show operation.

26. The above aims will be supported by the Commander Operations and Security and Chief Superintendent Local Policing.

27. PC Quirke has initiated a project to raise the profile of the CLSC, both internally and externally in partnership with Corporate Communications.

28. Further support will be asked of the CoLP to enable us to close out the remaining legacy friction issues from the restructure.

29. A fuller Post Implementation Review of the restructure is planned to be carried out by March 2024.

Conclusion

30. The new CLSC structure is embedding with support from the CoLP Chief Officer Team and a further update will be brought to the Board in March 2024.

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