



Safer City Partnership Strategy Group

Date: FRIDAY, 3 NOVEMBER 2017
Time: 11.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Douglas Barrow (Chairman)
Peter Lisley (Deputy Chairman)
Jon Averbs
John Simpson
Bob Benton
Jocelyn Griffith
Andrew Carter
Richard Woolford
Paul Haigh
Don Randall
Peter Dunphy
Mark Scott
Lucy Sandford
Eric Beckford

Enquiries: George Fraser
tel.no.: 020 7332 1174
george.fraser@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**
2. **DECLARATIONS OF INTEREST**
3. **MINUTES**
To agree the minutes of the meeting held on 15 September 2017

For Decision
(Pages 1 - 10)
4. **OUTSTANDING ACTIONS**
Report of the Town Clerk

For Information
(Pages 11 - 14)
5. **HEALTH AND WELLBEING UPDATE**
Report of Community & Children's Services

For Information
(Pages 15 - 18)
6. **CORPORATE PLAN UPDATE 2018-23**
Report of the Head of Corporate Strategy & Performance

For Information
(Pages 19 - 28)
7. **SAFER COMMUNITIES PROJECT - OUTCOMES REVIEW**
Joint Report of the Commissioner of Police and Town Clerk

For Information
(Pages 29 - 80)
8. **SAFER CITY PARTNERSHIP STRATEGIC ASSESSMENT 2016/17**
Report of the Community Safety Manager

For Decision
(Pages 81 - 86)
9. **SAFER CITY PARTNERSHIP STRATEGY 2017-2020**
Report of the Community Safety Manager

For Decision
(Pages 87 - 112)

10. **CITY & HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2016-17**
Report of the City & Hackney Safeguarding Adults Board Manager

For Information
(Pages 113 - 180)
11. **REVIEW OF THE SERIOUS AND ORGANISED CRIME BOARD**
Report of the Chairman of the Serious and Organised Crime Board

For Information
(Pages 181 - 194)
12. **FINANCIAL ABUSE IN THE CITY OF LONDON**
Report of the Director of Community and Children's Services

For Information
(Pages 195 - 212)
13. **COMMUNITY SAFETY TEAM UPDATE**
Report of the Community Safety Manager

For Information
(Pages 213 - 218)
14. **CITY OF LONDON POLICE UPDATE**
Report of the Commissioner of Police.

For Information
(Pages 219 - 232)
15. **PUBLIC PROTECTION SERVICE (ENVIRONMENTAL HEALTH, LICENSING AND TRADING STANDARDS) UPDATE**
Report of the Port Health & Public Protection Director, Markets & Consumer Protection

For Information
(Pages 233 - 246)
16. **LONDON FIRE BRIGADE UPDATE**
The Borough Commander of the London Fire Brigade to be heard.
17. **ANY OTHER BUSINESS**

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SAFER CITY PARTNERSHIP STRATEGY GROUP

Friday, 15 September 2017

Minutes of the meeting of the Safer City Partnership Strategy Group held at the Guildhall EC2 at 11.00 am

Present

Members:

Deputy Douglas Barrow (Chairman)	Bob Benton
Peter Lisley (Deputy Chairman)	Peter Dunphy
David Maher	Don Randall
Jon Averbs	Lucy Sandford
Eric Beckford	John Simpson

Officers:

George Fraser	-	Town Clerk's Department
Alex Orme	-	Town Clerk's Department
Robin Newman	-	Town Clerk's Department
Pauline Weaver	-	City of London Police
Rachel Vipond	-	City of London Police
Jess Wynn	-	City of London Police

1. APOLOGIES

There were no apologies.

2. DECLARATIONS OF INTEREST

There were no declarations.

3. MINUTES

The Group considered the minutes from the last meeting held on 12 June 2017.

RESOLVED - The minutes were approved.

4. OUTSTANDING REFERENCES

The group considered a report of the Town Clerk that summarised the outstanding actions from the last meeting on 12 June 2017.

OR1 – Directory of Services

The Community Safety Team Manager provided hard copies of the draft version of the *City of London Domestic Abuse & Sexual Violence Support Directory 2017* to Members.

The Chairman asked if this document was available on the City of London website, and the Community Safety Team Manager explained that it would be made available when the final version had been finalised. The Chairman stated

that this document was very useful, but that its distribution was going to be a crucial factor. He suggested that having a hard copy available at locations across the City of London might be useful, and asked Members of the group for their willingness to hold a copy. The Community Safety team Manager explained that there would be a preference for business owners etc. to contact through Public Protection Unit as this would ensure that the pathway to response remained consistent.

The Deputy Chairman asked if the NHS Clinical Commissioning Group was involved, and the CCG representative stated that he would contact the Community Safety Team in order to ensure their details are included. (1)

The Community Safety Team Manager explained to the group that the Domestic Abuse & Sexual Violence forum would be asked for their approval before the document would be marked as final for publication.

OR2 – Safer Communities Closedown Report

The Director of Markets and Consumer Protection questioned the availability of Safer Communities Project outcomes and recommendations.

The Head of Change Portfolio Office provided a verbal update on the Safer Communities Project closedown recommendations. She explained that the City of London Police will be meeting with the Director of Transportation and the Public Realm in the week commencing 18 September as part of the close down process. This will help ensure that a comprehensive report is produced for the next meeting of the Safer City Partnership Strategy Group on 3 November (2). The report would clearly detail all the findings and recommendations yielded from:

1. The Safer Communities Project including the work on improving Community Engagement
2. Workshops on Antisocial Behaviour
3. Workshops on Domestic Violence
4. Workshops on Vulnerable People
5. Community Engagement

The Director of Markets and Consumer Protection requested that the Assistant Director of Port Health and Public Protection be consulted in the process. The Head of Change Portfolio Office confirmed that he had indeed been present at meetings that had taken place regarding this issue.

OR5 – Safer City Partnership Strategy Report

This was to be discussed under *Item 7 – Safer City Partnership Strategy & Assessment*.

OR6 – Safer City Partnership Annual Assessment Report

This was to be discussed under *Item 7 – Safer City Partnership Strategy & Assessment*.

OR11 – Health and Wellbeing Update

A Health and Wellbeing Update Report was expected for this meeting. However, no report was submitted and no representative of the Health and Wellbeing team attended the meeting to provide a verbal update.

The Chairman stated his disappointment at the lack of update available, and that no apologies had been tendered for the meeting. The Chairman requested that the reasons for the non-attendance be followed-up and a written report updating on the progress of the Health & Wellbeing team be circulated to Members in October 2017. (3)

RESOLVED – That the report be noted.

5. **CASE REVIEW FOLLOWING A SERIOUS INCIDENT**

The Group considered a report of the Community Safety Team Manager that detailed the outcomes of a Home Office case review following a serious incident.

The Chairman noted that items within the Action Plan were not complete, and yet were greyed out within the table. He asked that this not happen in future. The Chairman also declared his support for the useful work achieved.

In reference to Item 11 within the action plan, the Director of Port Health and Public Protection requested that a draft copy of the Information Sharing Protocol, which had previously been made available to other groups, to be circulated to the Safer City Partnership Strategy Group. (4)

The Deputy Chairman warned of the danger of perceiving the Information sharing Protocol agreement as a silver bullet that would guarantee effective inter-departmental cooperation. He stated that although it would serve to eliminate justifications for failing to do so, efforts to consciously engage in information sharing, regardless of cultural differences, would still remain the determining factor.

RESOLVED – That the report be noted, and the Group approve the recommendations to:

- a) Read the comments and considerations from the Home Office Quality Assurance Panel and agree the response;
- b) Agree to publish the outcomes of the Case Review following a Serious Incident via the Safer City Partnership papers, on the City of London Corporation website;
- c) Review the progress of the action plan for implementing the learning recommendations created by the Case Review Following a Serious Incident Panel, found in Appendix 1.

6. **PREVENT**

The Group received a report of the Community Safety Team Manager that informed Members of the newly developed *Prevent* product for the business community. The Group also received a short video presentation from the Community Safety Team.

The Community Safety Team Manager summarised the progress as outlined by the report in development of the Prevent strategy. He explained examples of WRAP (Workshops to raise awareness about Prevent).

The Deputy Chairman explained to Members that there is increasing pressure on the City of London Corporation to deliver on *Prevent* issues in the light of recent high profile terrorist attacks. Due to staffing shortages and changes over the recent period this has posed a challenge. Nonetheless, the Corporation has still been able to complete a substantial volume of *Prevent* training.

The Deputy Chairman stated the desire to avoid allowing the strategy to exist merely as passive guidance, but rather to engage with direction by employing “train the trainer” sessions where possible. He informed Members of the desire to use the City Corporation’s online training portal to provide an opportunity to roll out of training to all staff.

The Chairman asked if it would be feasible to create a product, if successful, that is available to external businesses. The Deputy Chairman confirmed that this was likely to be a future aim.

RESOLVED – That the report be noted

7. **SAFER CITY PARTNERSHIP STRATEGY & ASSESSMENT**

The Group received a report of the Community Safety Team Manager assessing the Safer City Partnership plan for 2016-17, and also providing a strategic plan for 2017-18.

The Chairman requested an explanation as to why the report was being tabled at the meeting, rather than being submitted in time for publication within the agenda. The Chairman suggested that as the report is of significant length, and is asking for Members’ approval, it would be more sensible to defer this to the next meeting, on 3 November 2017. The Deputy Chairman was in agreement. (5)

A Member asked if these would be linked in to combine with the Corporate Strategy. The Director of Markets and Consumer Protection explained that as the Corporate Strategy would look at 2018 and 2019, whereas this strategy focuses on this year, this would not be appropriate.

RESOLVED – That this item be deferred to the next meeting on 3 November 2017, and that the Safer Partnership Strategy be developed into a three year strategic plan

8. **COMMUNITY SAFETY TEAM UPDATE**

The Group received a report of the Community Safety Team Manager updating Members on activity by the Community Safety Team not otherwise addressed.

The Community Safety Team Manager provided a brief summary for Members surrounding the recent activity of the Community Safety Team, as included

within the report. The Chairman asked for reassurance that the Prevent strategy could be delivered with the resources and time available. The Community Safety Team Manager confirmed that this was the case.

The Deputy Chairman explained, in reference to the Antisocial Behaviour (ASB) training sessions held, the City of London Corporation's methods in dealing with ASB were evidently below the current standards of best practice. He stated that the City Corporation has a duty to support victims of ASB, but it was clear that they had not reached the optimum balance in doing so. He explained to the Group that this had now been addressed. The Chairman stated his approval that this issue has now been given focus.

RESOLVED – That the report be noted.

9. **CITY OF LONDON POLICE UPDATE**

The Group heard a verbal update from a representative of the Commissioner of Police that summarised recent developments for the review period April-June 2017.

The Commissioner explained that seven attempted murder reported crimes occurred in June 2017 as a result of the London Bridge Attack, accounting for a 20% increase compared to May 2017. There had also been a significant increase in sexual offences from May to June 2017.

The Commissioner explained that the Police had led 11 operations during the Night Time Economy hours to address a range of issues in response to terrorist attacks, and to provide reassurance and advice to business owners. The Chairman asked the Group's City Business Representative if he was content with the service provided, to which the City Business Representative confirmed that he was.

The Commissioner explained that there had been an increase in acquisitive crime, mainly consisting of thefts on scooters/mopeds and burglary. However, there is reason to believe that one or two particular offenders are responsible for a large percentage of these incidents, one of whom may now have been arrested.

The Commissioner explained that a Police operation had been taking place around Middlesex Street following reports from residents of drug dealing in the area. The operation had been successful, and they were now in communication with BT to attempt to have a phone box removed that was acting as a focal point for criminal operations. The Chairman noted that Anti-Social Behaviour figures had risen dramatically, almost doubling since last year. The Commissioner explained that the methods of reporting antisocial behaviour had changed and that this had led to spikes in the figures. The Chairman noted the importance of recognising this point when we try to interpret the level of success in tackling ASB, and illustrated his support for the work of the Police in this area. The Chairman requested that in future Police updates, year-on-year statistics be provided with percentage comparisons. (6)

The Commissioner explained that as the City of London is busier in terms of footfall than its surrounding boroughs, the figures are positive. A Member noted that, although the figures were promising, it should not be overlooked that the predominantly business community within the City is not comparable to that of other boroughs such as Westminster, so we should not rely on too direct a comparison in this regard.

RESOLVED – That the Commissioner be heard.

10. **PUBLIC PROTECTION SERVICE (ENVIRONMENTAL HEALTH, LICENSING AND TRADING STANDARDS) UPDATE**

The Group received a report of The Director of Markets and Consumer Protection that provided an update on the activity of the Public Protection Service, comprising of Environmental Health, Licensing and Trading Standards.

The Director of Markets and Consumer Protection explained that a significant amount of work has been done to tackle the issue of illegal street trading in the form of ice cream vans and nut sellers around the City of London. The Chairman asked if this had led to the activity being pushed over into surrounding boroughs, and the Director of Markets and Consumer Protection explained that, although this was a possibility, work is being done with Southwark council to tackle the issue cooperatively.

A Member noted that the ice cream van and nut seller issues have been ongoing, and suggested the possibility of working towards offering a provision of permanent pitches or licences. The Director of Markets and Consumer Protection explained that legal street trading had been considered previously, however, it was deemed ineffective as it did not resolve the issue of licensees being expected to comply whilst unlicensed traders remained in operation in close proximity. He reiterated that additional resource had been allocated to tackle the issue, and that the pressure this has created was having a positive effect.

The Director of Markets and Consumer Protection explained that the numerous licensing issues occurring since the last update were primarily relating to the proposed opening of new premises in the City, rather than any issues arising from complaints directed towards existing premises.

RESOLVED – That the report be noted.

11. **CCM AND TRAINING UPDATE**

The Group received a report of the Community Safety Team Manager that provided Members with an update on the City Community Safety Multi-Agency Risk Assessment Conference (CCM) and explained why Anti-Social Behaviour training was required, how the CST went about finding the right provider for officers and what has been achieved so far.

The Community Safety Team Manager explained that the CCM aims to focus not just on single families, but on an entire estate or area.

The Deputy Chairman explained that Prevent training focused on reducing hate crime has led to improved access to and ability to utilise more robust community networks. The Chairman stated his approval of this, noting that this would also be beneficial in allowing the City Corporation to be more resilient in the face of external challenge.

The Director of Markets and Consumer Protection requested further detail in relation to the point made within paragraph 11, that described situations in which earlier actions may have been able to prevent harm had officers been aware of legal tools at their disposal. The Deputy Chairman explained that there had been instances in which the collection of evidence had not been comprehensive enough, and as a result had led to an inability to act on cases of ASB. He confirmed however, that many lessons had been learned from these processing errors. The Chairman stated that if legislation cannot be used to affect a resolution in certain situations, then there is a need to adjust the approach used – possibly exploring lessons learned in other areas that might be applicable.

RESOLVED – That the report be noted.

12. **HEALTH AND WELLBEING VERBAL UPDATE**

No representative from the Health & Wellbeing Board was present at the meeting, and therefore no update was received on its behalf.

The Chairman stated his disappointment with the failure to provide a written or verbal update, and requested that a written report be circulated to Members in October on the activities of the Health & Wellbeing board. (3)

13. **ONE SAFE CITY VERBAL UPDATE**

The Group heard a verbal update from the Head of Change Portfolio Office of the City of London Police regarding the One Safe City programme and its transition to the Secure City Project.

The Head of Change Portfolio Office reiterated the earlier discussion from the Outstanding References item on the meeting agenda, where it was agreed that a written closedown report detailing the recommendations from the Safer Communities Project would be submitted to the next meeting on 3 November 2017. (2) This would allow for feedback from recent workshops to be processed and incorporated, leading to a more comprehensive report.

The Deputy Chairman emphasised the crucial importance of publishing the results of the previous work and, in accordance with the discussions involving Members at the recent One Safe City Working Party meeting on 21 July 2017, the recommendations must not be lost. The PMO Manager explained that there was a desire to give clarity to Members over this work, and that there had been cooperation with the Town Clerk's department in order to arrange a workshop scheduled to take place over the following two weeks.

The Head of Change Portfolio Office provided Members with a brief overview of the Secure City Project, and its planned developments in reference to the

Smart City Programme. The Chairman explained that during a recent trip with the Commissioner of Police to New York City, USA, it was notable that the local Police Force were able to directly access Corporate cameras from their own control room.

A Member explained that this works effectively in Manhattan due to the fact that all CCTV cameras are consistent in their brand models – something that is not the case in London, and would thus pose a significant challenge as a result. He then stated that the priority should be improvement of communications ahead of simply CCTV technology. The NHS Clinical Commissioning Group representative explained that feedback received in Newham illustrated that CCTV made people feel like they were being “surveilled”, rather than “safe”. The Chairman referenced Barbican residents’ request for increased CCTV placement that was rejected due to this issue of unwanted surveillance.

The Deputy Chairman stated that the City Corporation was keen to be involved in discussions surrounding use of cameras, not just in the tackling of terror issues, but also other City management initiatives that could benefit, such as those involving the Department of Built Environment. He explained that physical security was making advancements in response to pressure from recent events, and that the Corporation should be a leader on these improvements within the public realm.

RESOLVED – That the Head of Change Portfolio Office be heard.

14. **LONDON FIRE BRIGADE VERBAL UPDATE**

The Group heard a verbal update from the Borough Commander of the London Fire Brigade on recent activities affecting the service.

RESOLVED – That the Borough Commander be heard.

15. **SERIOUS ORGANISED CRIME BOARD VERBAL UPDATE**

The Group heard a verbal update from the Director of Markets and Consumer Protection on the developments of the Serious Organised Crime Board.

Director of Markets and Consumer Protection made reference to page 38, paragraph 7 of the agenda that stated that the next meeting of the SOCB had taken place on 7 September. He confirmed that they had examined and identified a range of threats as stated within the Community Safety Team update report. He explained that there would be a meeting with the Community Safety Team to identify priorities which would then be brought back to the next meeting.

The Chairman asked if the minutes from the SOCB meeting would be available to Safer City Partnership Members. Director of Markets and Consumer Protection confirmed that these would be available, and a report would come to the next meeting on 3 November 2017. (7)

RESOLVED – That the Director of Markets and Consumer Protection be heard.

16. **CITY PROBATION VERBAL UPDATE**

The Group heard a verbal update from the City Probation Officer updating them on developments of the City Probation Service since the last meeting.

The City Probation Officer explained that for the most part, business has been continuing as usual, with 10 officers currently active. He explained that there was not a significant influx of City residents being recruited due to the limited pool available, but that many were brought in from other regions such as Manchester.

The City Probation Officer explained that there had been a big push to meet a target of 60% of probation reports on the day, and that they are currently achieving 80%, with the Central Criminal Court proving to be challenging.

The City Probation Officer explained that some long-standing members were currently on secondment, and that he would be at the Safer City Partnership Strategy Group meetings as a representative until March 2018.

The City Probation Officer explained that the current agenda was to improve assessment training in the team in order to contribute towards terror prevention.

RESOLVED – That the City Probation Officer be heard.

17. **ANY OTHER BUSINESS**

The Chairmen stated his disappointment that a number of reports were submitted late to the agenda, not allowing Members sufficient time to read them before being asked to consider decisions at the meeting. He stated that, in future, any reports submitted within 48 hours of the meeting should be rejected.

RESOLVED – That the Chairman's comments be noted.

The meeting closed at 12.41 pm

Chairman

Contact Officer: George Fraser
tel.no.: 020 7332 1174
george.fraser@cityoflondon.gov.uk

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SAFER CITY PARTNERSHIP GROUP

3 November 2017

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	15/09/17 Item 4 – <i>Outstanding References</i> CCG Details in Directory	The NHS CCG representative stated that he would contact the Community Safety Team in order to ensure their details are included in the City of London Domestic Abuse & Sexual Violence Support Directory 2017.	NHS CCG	COMPLETE – Confirmed complete by NHS CCG rep on 18/10/17
2.	12/06/17 Item 6 - <i>One Safe City Update</i> Item 7 - <i>Outcome of Information Sharing Workshops</i> 15/09/17 Item 4 - <i>Outstanding References</i> Item 13 - <i>One Safe City Verbal Update</i> Safer Communities Project Closedown Report	To ensure that the recommendations from the Safer Communities Project are all completed or assigned appropriately, and the Safer City Partnership group is updated on this. A comprehensive report is produced for the next meeting of the Safer City Partnership Strategy Group on 3 November. The report would clearly detail all the findings and recommendations yielded from: 1. The Safer Communities Project including the work on improving Community Engagement 2. Workshops on Antisocial Behaviour 3. Workshops on Domestic Violence 4. Workshops on Vulnerable People 5. Community Engagement	Safer Communities Project	REPORT DUE NOVEMBER 2017
3.	15/09/17 Item 4 - <i>Outstanding</i>	Written report from November meeting has been circulated. Links to the City Living Wise and Business Healthy schemes and the Joint Health and	Health & Wellbeing Team	COMPLETE – Update report circulated to Members

No.	Meeting Date & Reference	Action	Owner	Status
	<i>References</i> Health & Wellbeing Update	Wellbeing Strategy requested at the last meeting are included in the January HWB update (in the supplementary agenda). The next update would focus on Drug & Alcohol. The Chairman requested that the reasons for the non-attendance of the Health & Wellbeing Team at the June & September meetings be followed-up and a written report updating on the progress of the Health & Wellbeing team be circulated to Members in October 2017.		on 13/10/17
4.	15/09/17 Item 5 - <i>Case Review Following Serious Incident</i> Information Sharing Protocol	In reference to Item 11 within the action plan, the Director of Port Health and Public Protection requested that a draft copy of the Information Sharing Protocol, which had previously been made available to other groups, to be circulated to the Safer City Partnership Strategy Group.	Community Safety Team	OUTSTANDING
5.	15/09/17 Item 13 - <i>Safer City Partnership Strategy 2017-18</i> Safer City Partnership Strategy & Assessment Reports	The Chairman suggested that as the report is of significant length, and is asking for Members' approval, it would be more sensible to defer this to the next meeting, on 3 November 2017. The Deputy Chairman was in agreement.	Community Safety Team Manager	COMPLETE – Reports included in Agenda
6.	15/09/17 Item 15 - <i>CoLP Update</i> Annual Stats as Percentage Comparisons	The Chairman requested that in future Police updates, year-on-year statistics be provided with percentage comparisons.	CoLP	ONGOING

No.	Meeting Date & Reference	Action	Owner	Status
7.	15/09/17 Item 9 - <i>Serious Organised Crime Board Verbal Update</i> SOCB Update Report	The Chairman asked if the minutes from the SOCB meeting would be available to Safer City Partnership Members. Director of Markets and Consumer Protection confirmed that these would be available, and a report would come to the next meeting on 3 November 2017.	Director of Markets & Consumer Protection	COMPLETE – Report included in agenda
9.	23/09/16 Tackling Violent Crime – Late Night Parking Enforcement	The Director of Public Protection and CoLP have liaised with the Department of Built Environment to progress the introducing of greater late night parking enforcement and evaluate current situation.	Director of Markets & Consumer Protection (Kay English – Dept. Built Environment)	ONGOING - Update – from DBE circulated to Members on 07/09/17
12.	14/11/16 Resident Engagement	Officers to engage with the relevant ward members to increase engagement in the sessions. A verbal update will be provided at the meeting.	David Mackintosh	ONGOING

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Summary report from Health and Wellbeing Board (HWB), 22nd September 2017

Summary

This report is intended to update any interested groups on the work of the Health and Wellbeing Board. It includes information on items considered by the Board at their latest meeting on 22nd September 2017 and updates on other items relating to health and wellbeing in the City of London (CoL). Details on where to find further information or contact details for the relevant officer are included for each item.

Full minutes and reports are available at:

<http://democracy.cityoflondon.gov.uk/ieListMeetings.aspx?CId=994>

Committee updates

1. **Healthwatch Annual Report**
2. **Mental health Strategy Update**
3. **Better Care Fund Update**
4. **Annual Report of the Director of Public Health**

Local updates

5. **Pharmaceutical Needs Assessment**
6. **City of London Health Profile 2017**
7. **Financial Abuse Task and Finish Group**

COMMITTEE UPDATES

1. Healthwatch Annual Report

1.1 The Board received the Healthwatch Annual Report for information.

Highlights from the year's activities include:

- 1.1.1 Event on Co-Production – People as Partners was co-hosted with Healthwatch Hackney on 6 July 2017, with approximately 100 attendees including over 70 residents. The outcome of the discussions was a 'co production charter' that will be used when engaging with statutory bodies to ensure that services are patient and service user led.
- 1.1.2 Healthwatch City of London Annual conference - The fourth annual conference for Healthwatch City of London will take place on 20 October 2017 at the Dutch Centre.

1.2 Contact: Janine Aldridge (healthwatchcityoflondon@ageuklondon.org.uk)

2. Mental Health Strategy Update

2.1 The Mental Health strategy was approved by the City of London Health and Wellbeing Board in December 2015. The City of London Corporation (CoLC) and City and Hackney Clinical Commissioning Group share ownership of the document. It aims to improve the mental health of people

in the City, keep people well and then ensure that we provide effective support when mental health problems do arise. An action plan was developed to monitor the progress against four priorities to deliver better outcomes for residents, workers and rough sleepers. Progress against the measures has been good, approximately 90% are green or blue (completed or progressing on time).

2.2 Contact: Tizzy Keller (tizzy.keller@cityoflondon.gov.uk)

3. Better Care Fund Update

3.1 The Better Care Fund (BCF) plays a key role in the health and social care integration agenda and for the City of London funds a number of important initiatives such as the Care Navigator post which ensures that City of London residents have a safe and supported discharge from hospital.

3.2 In order to fit with the two year NHS planning process, the next round of the BCF is also for two years (2017-19). As the City of London Corporation moves forward with integrated commissioning, the BCF will be considered within the aims of this approach.

3.3 The submission guidance for BCF plans for 2017-19 was significantly delayed but was published in July 2017 with a deadline of 11 September. As agreed by HWBB Members at the June meeting, the plans were agreed under delegation by the Chair of the HWBB in conjunction with the Director of Community and Children's Services.

3.4 Contact: Ellie Ward (ellie.ward@cityoflondon.gov.uk)

4. Annual report of the Director of Public Health

4.1 The Health and Social Care Act 2012 states that "the Director of Public Health for a local authority must prepare an annual report on the health of the people in the area of the local authority".

4.2 *Healthy Children, Healthy Future* is the Annual Report of the Director of Public Health for 2015/16. It focuses on children and young people in the City of London and Hackney and was brought to the Board for information.

4.3 Contact: Dr Penny Bevan (penny.bevan@hackney.gov.uk)

LOCAL UPDATES

5. Pharmaceutical Needs Assessment

5.1 Each Health and Wellbeing Board has a statutory responsibility to produce a revised Pharmaceutical Needs Assessment (PNA) for the local area by 1 April 2018, including a 60 day public consultation period. The Pharmaceutical Needs Assessment is a report of the present needs for pharmaceutical services. It is used to identify any gaps in current services

or improvements that could be made in future pharmaceutical service provision.

5.2 The draft PNA will be considered by the Steering Group at a meeting on 30th November 2017. Upon approval of a draft PNA by the Steering Group, the assessment will be made available for a 60-day consultation between the 11th December 2017 to 9th February 2018. The results of consultation will be considered by the Steering Group at its meeting in March 2018, and a final PNA produced for publication. The final PNA must be published no later than 31st March 2018

5.3 The Chairman of the Health and Wellbeing Board agreed to a take chairs action to approve the following recommendations:

5.3.1 To note that the process to produce a revised Pharmaceutical Needs Assessment (PNA) by April 1st 2018 has commenced

5.3.2 To receive the Terms of Reference for the 'City and Hackney PNA Steering Group

5.3.3 To receive an update on progress and the project plan timelines from the 'City and Hackney PNA Steering Group' on the production of the 2018 City of London PNA

5.3.4 To formally delegate the sign-off of the draft and final PNAs to the Director of Public Health

5.4 Contact: Jayne Taylor, Consultant in Public Health
(Jayne.Taylor@Hackney.gov.uk)

6. City of London Health Profile 2017

6.1 The City of London Health Profile 2017 has been published. Public Health England produces Health Profiles for local authorities which contain summary information on the health of the people in each local authority area and factors that may influence their health.

6.2 The City of London performs at or better than the national average for the following indicators: Life Expectancy, Children in Poverty, Preventable Mortality, NEETs, Fuel Poverty, Excess Weights in Adults, Smoking Prevalence and Alcohol Admissions.

6.3 Contact: Tizzy Keller (tizzy.keller@cityoflondon.gov.uk)

7. Financial Abuse Task and Finish Group

7.1 Officers from DCCS, the City of London Police and Trading Standards have been working together to tackle financial abuse in the City. Financial abuse is the second most frequent type of abuse reported in the City, and tackling it is a priority for the City of London Adult Safeguarding Board Sub Group.

7.2 A Task and Finish Group has been established and current work includes an awareness raising leaflet, which was circulated along with residents' Council Tax Bills, an information campaign coinciding with Scams

Awareness Month in July and a partnership event, designed to increase knowledge amongst residents, officers and partners, which is being planned for November.

7.3 Contact Officer: Adam Johnstone (adam.johnstone@cityoflondon.gov.uk)

Farrah Hart

Consultant in Public Health

T: 020 7332 1907

E: farrah.hart@cityoflondon.gov.uk

Committee(s)	Dated:
Safer City Partnership	3 November 2017
Subject: Update on Draft Corporate Plan, 2018-23	Public
Report of: The Head of Corporate Strategy & Performance	For Information and discussion
Report author: Sufina Ahmad, Corporate Strategy Manager	

Summary

This paper provides the Safer City Partnership (SCP) Members with an update on progress with the development of the new Corporate Plan, including the consultation and engagement activities that have been organised between September and November 2017. SCP Members are also invited to provide feedback on the draft version of the Corporate Plan (see appendix A).

Recommendation

SCP Members are asked to note the report and offer their feedback on the draft Corporate Plan.

Main Report

Background

1. Members will be aware that the City of London Corporation (City Corporation) is in the process of refreshing the Corporate Plan for 2018-23. The new Corporate Plan will enable the City Corporation to drive departmental activities to deliver on corporate priorities and to optimise allocation of resources.
2. The draft presented as appendix A was devised by Kate Smith, Head of Corporate Strategy and Performance, in collaboration with officers and elected Members at the City Corporation. Between January and July 2017, elected Members had at least four opportunities to comment on various iterations of the Corporate Plan, through presentations at every Grand Committee, a series of informal briefings either for Chairmen and Deputy Chairmen only or open to all elected Members as part of the Member Induction / Refresh programme.
3. There was an additional briefing session in July 2017, after the Committee cycle finished, to comment on the proposed frozen draft, which now included pages 3 to 5 of the plan, which offers three or four points describing the City Corporation's approaches for each of the twelve outcomes. The Members present shared

practical advice on how to improve a couple of areas which were less compelling and urged targeted consultation prior to the plan being finalised.

Current Position

4. The Corporate Strategy and Performance Team are consulting on the draft Corporate Plan with officers from September 2017 until early November 2017. Officer engagement commenced at the Senior Leaders Forum on 6 September where the most senior 120 officers discussed the draft Corporate Plan and committed to using it within their departments to shape their business plans and provide a 'golden thread' through to appraisals.
5. The consultation is made up of 21 staff feedback events, with half taking place at non-Guildhall locations, the team's attendance at various other relevant meetings, such as the SCP, a staff survey online and monitoring a dedicated inbox set up specifically for the Corporate Plan. Feedback is also being gathered from a small number of external stakeholders through one-to-one meetings. To give Members a further opportunity to comment on the Corporate Plan a Members' Breakfast has been organised for 7 November.
6. Overall, during the consultation so far, Members and officers have welcomed the move from a plan describing what the City Corporation does to a plan that focuses on why and how it does what it does – our overarching purpose and competencies. The new format has also been well-received, although various themes are emerging as to the potential amendments that could be made to the draft, such as the need to emphasise clearly the City Corporation's commitment to delivering high-quality services, acknowledgement of our customers and stakeholders and the context that we will be operating in between 2018 and 2023.

Further engagement on the Corporate Plan

7. It is expected that there will be some changes resulting from the consultation and engagement outlined above, before it is submitted to Policy and Resources Committee in January 2018. A more extensive programme of Member engagement will then be held in preparation for presentation to the Court of Common Council in March 2018 alongside the 2018/19 Budget Report.
8. The aim of this consultation process is to ensure that the case for change that is outlined in the Corporate Plan is understandable and well-supported by the many and various parties that we will work with and for as we strive to achieve our goals.

Next steps

9. SCP Members are invited to provide their feedback on the Corporate Plan during today's meeting. Sufina Ahmad, Corporate Strategy Manager, will attend today's meeting and review the feedback received and consider the ways in which it could be used in the finalising of the Corporate Plan.

Appendices

- Appendix 1 – 1: Draft Corporate Plan

Sufina Ahmad
Corporate Strategy Manager

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Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a sustainable and diverse London within a globally-successful UK.

We aim to...

Grow the economy

By championing the City and UK as the best place in the world to do business

Shape the City of the future

By strengthening its connections, its capacity and its character as a great place to work, live and visit

Contribute to a flourishing society

By inspiring everyone to play their part in an inclusive culture of creativity and opportunity

Everything we do supports the delivery of these **three strategic objectives**.

We contribute through our departmental activities to the achievement of **twelve corporate outcomes**:

Grow the economy

The UK has the world's best regulatory framework (focusing on Financial and Professional Services) and access to global markets

The City is the global hub for business innovation

London nurtures and has access to the skills and talent it needs to thrive

The City positively impacts people and the environment

Shape the City of the future

The Square Mile is the ultimate flexible-working space - inspiring, dynamic and secure

The Square Mile is digitally and physically well-connected and responsive

The Square Mile has outstanding public spaces, heritage, attractions, retail and hospitality

The Square Mile is a focal point for world-class creativity and culture

Contribute to a flourishing society

People are safe and feel safe

People enjoy good health and wellbeing

People have access to suitable accommodation in cohesive communities

People lead enriched lives and can reach their full potential



Who we are

We are responsible for...

Promotion of the City and UK's global reputation
City of London Police including its national economic crime responsibilities
The Old Bailey, the Central Criminal Court of England and Wales
Significant parts of London's green-belt and natural heritage
A property portfolio and housing both within and beyond the Square Mile
City Bridge Trust, London's biggest independent charitable funder
Five Thames bridges
London's Port Health Authority for the tidal Thames
London's Animal Health Authority and Heathrow Animal Reception Centre
The Square Mile's local authority services
Education, through our leading group of Academies, independent schools and array of educational and cultural facilities
The Barbican, Europe's largest multi-arts centre
The Guildhall School of Music and Drama, a world-leading conservatoire
London Metropolitan Archives and other heritage assets
The UK's three largest wholesale food markets

We want to achieve far more for the City, London and the UK by:

Building on our distinctive capabilities...

Our extraordinary blend of private, public and voluntary sector responsibilities and expertise

Our independent voice, convening power and reach

Our longer-term view, informed by our local, regional, national and global perspectives

Our resilience and the length, breadth and depth of our ever-expanding experience and relationships

And committing to...

Being relevant, responsible, reliable and radical

Displaying passion, pace, pride and professionalism

Being open, transparent, inclusive and greater than the sum of our parts

Unlocking the full potential of our many assets:

- our elected Members and staff
- our stakeholders and partnerships
- our data and technology
- our funds and property
- our heritage

Page 24

and thereby our legacy

How we grow the economy

We contribute to these four outcomes through our work in:

1. The UK has the world's best regulatory framework (focusing on FPS) and access to global markets

- Influencing UK policy and regulatory issues and promoting regulatory confidence founded on the rule of law
- Protecting, enhancing and promoting the UK's access to global markets and the ease, reliability and cost-effectiveness of doing business here
- Leading nationally and advising internationally on the fight against economic and cyber crime
- Attracting and retaining investment and promoting exports

2. The City is the global hub for business innovation

- Strengthening local, regional, national and international relationships to help identify and secure new opportunities for business, collaboration and innovation
- Supporting organisations in pioneering, preparing for and responding to changes in markets, products and ways of working
- Supporting business growth and sustainability in new and emerging, small and medium-sized and large and established enterprises

3. London nurtures and has access to the skills and talent it needs to thrive

- Protecting and enhancing access to global talent
- Promoting the City, London and UK as attractive and accessible places to work and our industries as exciting and accessible career choices
- Identifying future skills needs, shortages and saturations
- Nurturing a relevant and sustainable skills pipeline

4. The City positively impacts people and the environment

- Championing responsible practices to improve economic, social and environmental outcomes
- Facilitating the giving of time, skills, knowledge and money to support achievement of positive social and environmental outcomes
- Leading by example; demonstrating our own commitment and achievements as well as encouraging other organisations and individuals to make responsible choices

How we shape the City of the future

We contribute to these four outcomes through our work in:

5. The Square Mile is the ultimate flexible-working space – inspiring, dynamic and secure

- Creating an exciting and enriching environment to attract and engage the City's current and future workers
- Opening up opportunities to stimulate learning, collaboration and innovation
- Continually adapting workspaces to meet changing needs and excite enterprise and creativity
- Building resilience to natural and man-made threats by protecting and adapting our built environment and infrastructure

6. The Square Mile is digitally and physically well-connected and responsive

- Championing and facilitating a world-leading broadband experience, both inside and outside
- Championing ease of access to London, from within the UK and across borders, via air, rail and road
- Improving the experience of arriving in and moving through the City
- Collaborating to develop and trial smart innovations that address City challenges and unlock potential

7. The Square Mile has outstanding public spaces, heritage, hospitality and retail

- Creating and transforming buildings, streets and spaces to make places for people to admire and enjoy
- Promoting greening and animation of buildings and streetscapes
- Protecting, curating and promoting world-class heritage assets, cultural attractions and events
- Championing a distinctive and attractive gastronomic, hotel and retail experience

8. The Square Mile is a focal point for world-class creativity and culture

- Curating and driving delivery of Culture Mile, an internationally distinctive destination and catalyst for innovation, learning and collaboration both across and beyond the Square Mile
- Building a Cultural Education Partnership - Culture Mile Learning - to increase access and opportunities for enrichment, inspiration and learning
- Cultivating excellence in creative arts that add to the vibrancy and attractiveness of the City
- Inspiring people from all communities to discover and love the arts

How we contribute to a flourishing society

We contribute to these four outcomes through our work in:

9. People are safe and feel safe

- Promoting community safety through facilitating justice, tackling terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and preparing our response to natural and man-made threats
- Safeguarding children, young people and vulnerable adults
- Protecting consumers and users of buildings, roads and open spaces
- Reassuring people about safety

10. People enjoy good health and wellbeing

- Providing access to thriving and biodiverse green spaces for physical activity, recreation and learning
- Providing a clean urban environment and facilities that support healthy lifestyles
- Raising awareness of factors affecting mental and physical health to promote self-management as well as sign-posting to and providing activities and services
- Reducing health inequalities through outreach and better service design

11. People have access to suitable accommodation in cohesive communities

- Providing and maintaining appropriate housing, workspaces and community facilities and helping people access them
- Curating a complementary mix of buildings and uses and designing out crime and anti-social behaviour
- Facilitating opportunities for communities to come together and to consider and accommodate each other's needs
- Reaching out to vulnerable people, providing sanctuary and facilitating activities that support social wellbeing and prevent social isolation, violence and extremism

12. People lead enriched lives and can reach their full potential

- Providing access to world-class education, heritage, culture and creative arts to people of all ages and backgrounds, for enrichment, for learning and to inspire them to achieve
- Promoting effective transitions from education to employment
- Increasing employment opportunities and chances and thereby social mobility
- Bringing individuals and organisations together to create public value and gain positive experiences through giving time, skills, knowledge and money

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Committees: Safer City Partnership Strategy Group	Date: November 2017
Subject: Safer Communities Project - Outcomes review	
Report of: Jonit Report of Commissioner and Town Clerk	For Information
Report Author: Rachel Vipond, Change Portfolio Office	

NOT FOR PUBLICATION

By virtue of paragraph 3 and 7 of Part I of Schedule 12A of the Local Government Act 1972.

Summary

1. This paper aims to be a factual representation of the work undertaken on the Safer Communities Project. It will set out the work streams that the project team created, the resulting outputs/outcomes and the current status and ownership of the work stream.
2. This paper will act as a reference point for future projects that may incorporate similar work streams.
3. An objective assessment of the overall project will be informed by the outcome of a lessons learned workshop that the Town Clerk's department have indicated will take place following the submission of this report.

Recommendation

4. Members are asked to note the content of the report.

Main Report

Background

5. The Safer Communities Project was a collaborative City of London and City of London Police Project. There were a number of changes at Project Executive level. The project came under the governance of the One Safe City programme. There was a number of changes in SRO of this Programme over its life.
6. The Project was formally closed by the Safer Communities Project Board in June 2017.
7. Following representation from Town Clerks, the Police Change Portfolio Office agreed to produce this report to allow the Safer City Partnership to have oversight of the outcomes.
8. The report comprises an overview of each work stream followed by a more detailed breakdown of the activity conducted.
9. An Opportunity Outline was produced in January 2016, extract below:

Expected Outcomes

The project will deliver:

Options and recommendations for a series of short term improvements

- *Full analysis and mapping of functional capabilities to provide an measurable view of function/service compatibility and ensure removal of duplication*
- *Analysis of service delivery models and recommendations for the best delivery of service in conjunction with the Joint Contact and Control Room and the Ring of Steel.*
- *Scoping and recommendation for delivery of proposals leading from analysis*
- *In-depth benefits baseline for realistic performance monitoring*
- *Delivery of service transformation within the bounds of both the One Safe City and Customer Service Programmes ensuring strategic cohesion.*

10. There is no evidence that the 'Expected outcomes' detailed in this document were fully achieved. A further 'one page' briefing note was also produced. See full Opportunity Outline and briefing note at Appendix I.
11. Following the production of the Opportunity Outline, the project created a total of 16 workstreams. These are summarised in the body of this report.
12. Data that outlines how much time was spent on each workstream is not available.

Next Steps

13. It is recommended that a Lessons Learned exercise is conducted with the output owned and learning disseminated by appropriate colleagues in Town Clerks.

Community Safety – work streams

Work stream 1

Community Safety Team – Process Map.

Status: Work was undertaken and provides a platform for future work.

Handover to; Community Safety team, Town Clerks – City of London Corporation.

- A copy of documents will be saved to Corporation/OSC version of SharePoint.

Purpose of work stream

To identify touch points/interactions with City of London's Community Safety team, internal departments and external parties.

Outputs/outcomes/outcomes

- Work was undertaking but due to its complexity it wasn't possible for the safer communities team to get a clear picture.
- Part of the work included a 'heat map'. This document shows the City of London's capabilities across its departments and corresponding touch points.

Work stream 2

Information Sharing

Status: Activity halted at closure of project

Also see: Appendix A – Briefing note OSC003/SC001, Information Management Escalation – Corporate Responsibility for administration of information sharing

Appendix J – Information Sharing Recommendations spreadsheet

Ownership

Ownership of the outcomes to be agreed. Suggested ownership Town Clerks Department and Comptroller & City Solicitor – City of London Corporation

Purpose of work stream

To understand the information flow around a set of scenarios, identify perceived blockers and what needs to be put in place to enable information to be shared as appropriate.

Work undertaken

- Workshops conducted and included attendees the City of London Police and the City of London Corporation, as well as their external partners.
- The result of the workshops was captured in a spreadsheet. with suggestions of opportunities and recommendations.
- Creation of a draft overarching information sharing agreement

Outputs/outcome

- As per the Matrix for Vulnerable People: Some recommendations were identified
- As per the Matrix: for Domestic Violence some recommendations were identified.
- Outcomes were to inform Information Management – Register of Information Sharing Agreements.

Work stream 3

Information Management – Register of Information Sharing Agreements.

Status: Activity halted at closure of project

See also: Appendix A – Briefing note OSC003/SC001, Information Management Escalation – Corporate Responsibility for administration of information sharing
Appendix B - Briefing Note OSC012/SC004 update - Information Management Escalation – Single Version of the Truth

Appendix C – Information Sharing Registers spreadsheet

Ownership: To be agreed by Town Clerks and City Solicitor for next steps.

Purpose of work stream

To create a register of Information Sharing Agreements and memorandum of Understanding between departments and directorates across the City of London Police and the City of London Corporation. To create an easy accessible database (most likely an intranet page) containing guidance to Officers and staff.

Outputs/outcomes

- Information gathering exercise on Departments which may have ISAs contacted requesting details.
- Briefing note escalated around lack of business as usual resource to work on information sharing.
- Information Sharing Matrix to inform any future activity around Information Sharing and MOU.
- Report to OSC project executive on findings.

Work stream 4

Personal Safety Visiting Tool (PSVT) [Formally known as Property Risk Tool]

Status: Project input complete. Will be rolled out by Health, Safety and Wellbeing Manager.

Ownership: Justin Tyas, Health, Safety and Wellbeing Manager, Health & Safety – City of London Corporation

Purpose of work stream

To deal with the risk of Corporation staff visiting premises that other services had identified risks with, but had not shared the information. This work was originally investigated in 2010, but not taken forward.

Outputs/outcomes

- Tool created, utilising technology within system estate – meaning no cost.
- Property information loaded into system.
- Access is given only to those Officers who need to know and with good reason. Access is not widely available.
- Staff from the City of London Corporation are made aware of any issues or problems associated to a premises/property in the City. Advise on what measures to take prior to visiting.
- The City of London are meeting their obligation and responsibility regarding 'duty of care' an employer to protect the Health and Safety as well as welfare of their staff.

Work stream 5

Community Safety Accreditation Scheme (CSAS).

Status: Dependant on an external organisation applying for accreditation – **therefore will go-live on first application.**

See also: Appendix C, Briefing Note OSC015/SC007, Community Safety Accreditation Scheme, Neighbourhood/Community Wardens

Ownership: To be agreed. Suggested ownership Information & Intelligence Directorate, City of London Police.

Purpose of work stream

To accredit staff of certain organisations related to Community Safety with powers, to reduce demand on Police Officers.

Outputs/outcomes

- CSAS Application pack created.

[Potentially, if agreed and ratified, the granting of powers for community safety matters, to recognised partners and the local authority (CoLC).]

Work stream 6

Everbridge Replacement – Police Messaging.

Status: Activity halted. Became the Everbridge Improvement work stream

See also: Appendix D, Briefing Note OSC019/SC011, Update on Messaging Tool Progress

Appendix E, Briefing Note OSC021/SC013, Messaging Tool – procurement of ECD Neighbourhood Alerts System following on from Everbridge contractual position

Ownership: Procurement – City of London Corporation Procurement

Purpose of work stream

The Everbridge contract was thought to end in December 2016. A cancellation letter needed to be sent 30 days prior to that and a replacement solution identified.

Outputs/outcomes

- Critical and non-critical channels were identified through workshops.
- Requirements of the City of London Police and the Corporation were captured. Including taking advantage of emerging technology and communication methods.
- Supplier selection activity started.
- The Everbridge contract was thought to end in December 2016. A cancellation letter needed to be sent 30 days prior to that and a replacement solution identified.
- Informed by the supplier that replacement couldn't progress as City of London and City of London Police had been signed into a contract until February 2019 – this was unknown to the project, City Procurement and the business.
- Lessons learnt exercise was conducted by the City of London Corporation Procurement team, in the management of contracts with suppliers.

Work stream 7

Everbridge Improvement

Status: Complete

See Also: Appendix F Briefing Note OSC027/SC019, Re-Implementation of Critical Messaging Tool

Ownership: Appropriate owners from the Corporation and the City Police are still to be identified, however the project recommended that account management should be via the City of London Police's Corporate Media team and system admin by IT – City of London Corporation.

Purpose of work stream

Once the replacement had stopped, work was undertaken to improve the use of Everbridge for the last 2 years of the contract.

Outputs/outcomes

- Enhanced messaging to all subscribers of Everbridge for Residents, Small Medium Enterprises, and Corporate Partners.
- Guidance on message quality and quantity.
- User survey to subscriber base asking for feedback on messaging.
- Feedback given to Police Corporate Media Department
- 33 % increase in Resident and SME subscriptions.
- Reduction in Test messaging from service.
- Invoice saving year 1 £9,000, and in year 2 £18,000 (£27000 over 2 years).

Ownership

Appropriate owners from the Corporation and the City Police are still to be identified, however the project recommended that account management should be via the City of London Police's Corporate Media team and system admin by IT – City of London Corporation.

Work stream 8

Free/Busy Calendar Sharing between City Police and Corporation.

Status: Activity halted at closure of project

Ownership:None

Purpose of work stream

To allow Corporation and City Police staff to see free busy information for each other.

Outputs/outcome

- Requirement identified to help with joint working.
- Analysis carried out.
- Report written for Technical Design Authority.
- Verbal response from IMS to say the solution proposal does not meet security requirements

Work stream 9

Shared Health and Wellbeing Calendar – Health and Wellbeing partners.

Status: Complete

Ownership: DCCS – City of London Corporation

Purpose of work stream

An external calendar for all of the H&W partners to put details of events, consultations to ensure they are joined up.

Outputs/outcomes

- Requirement identified, at H&WAG, will help with joint working.
- Implementation and roll out to partners, City Police, Public Health etc.
- An external calendar for all of the H&W partners to put details of events, consultations to ensure they are joined up.

Work stream 10

Action Cams to visualise commuter journeys.

Status: Activity halted

Ownership:

Purpose of work stream

As part of road danger reduction to record a number of commutes via walking, cycling, running to show issues faced in the City.

Outputs/outcomes

- Analysis carried out.
- Rejected due to privacy issues.

Work stream 11

Housing ASB Process.

Status: Activity halted at closure of programme

Ownership: Process maps provided to Barbican Estate Housing – City of London Corporation.

Purpose of work stream

In preparation for the procurement of a Housing ASB solution. Safer Communities captured 'as is' process. Suggesting how process could be shortened and refined.

Outputs/outcomes

- Analysis carried out.
- Housing ASB process mapped out. Suggested improvements to process.
- Risk assessment activity carried out more quickly.
- As part of the ASB IT solution procured by Housing.

Work stream 12

Contribution to the Joint Suicide Prevention Strategy.

Status: Activity stopped on project. Subsequently completed by Corporation staff.

Ownership: Community Safety team, Public Health, M&CP, DCCS – City of London Corporation.

Purpose of work stream

To support the activities of Department of Community and Children's Services in creating a joint suicide prevention strategy and actions to improve the wellbeing of those suffering from mental health issues.

Outputs/outcomes

- Supporting data gathering for analytics for the strategy. Data gathered from City Police, BTP. Requested from London Ambulance Service
- Supporting action plan for joint suicide prevention strategy. Linking into river cameras.
- Water responder training offered to riverside businesses
- Royal Life Saving Society training to be considered for City Police staff.

Work stream 13

Contribution to City Lighting Strategy.

Status: Activity will continue as part of Secure City Programme

Ownership: Department of Built Environment. – City of London Corporation. Secure City Programme

Purpose of work stream

- Supporting Contribution to the creation of the strategy and ensuring feedback and consultation from City Police resources as well as investigating links into the JCCR.
- Opportunity raised and agreed for FCR/JCCR to have access to control system for lighting.
- One Safe City attend Demo.
- Helped to request contribution from other key partners.

Work stream 14

Out of Hours – Noise Complaints – Agile Delivery.

Status: Complete

Ownership: Town Clerks Department - Corporation of London (Contact Centre)

- Markets and Consumer Protection.

Purpose of work stream

The out of hours noise reporting process was over complex and creating customer complaints as well as causing issues with compliance with SLA.

Outputs/outcomes

- Change to the call handling process for noise complaints.
- Callers who contact the City of London Corporation are able to select number and get directed automatically to the appropriate team, rather than going through the Security desk.
- Calls are dealt with more efficiently and effectively.
- Calls can be measured and analysed, giving accurate figures on the number of noise complaints handled.

Work stream 15

Security Cross Cutting Review.

Status: Activity continues via Richard Woolford

Ownership: Town Clerks Department - Corporation of London.

Purpose of work stream

Work to improve security measures at 4 key Corporation buildings. This linked in with One Safe City as it involved CCTV and joint working initiatives.

Outputs/outcomes

Recommendations around JCCR carrying out CCTV monitoring functions for buildings and iMS-DRS being the video management system for building CCTV.

Work stream 16

Tannoy System.

Status: Activity halted.

Ownership: To be agreed but should be considered as part of Secure City

Purpose of work stream

There is a public address system installed in 2006 which can broadcast announcements via speakers within the City. The system is analogue, has been tested once but has never used operationally and is currently not connected.

Outputs/outcome

Discussion stage only

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Appendix A

Briefing note OSC003/SC001

Information Management Escalation – Corporate Responsibility for administration of information sharing

Purpose

The Safer Communities project is working on a number of tasks related to the theme of information sharing:

1. Create an intranet page specifically about information sharing
2. Create and populate an information sharing agreement register
3. Create an overarching information sharing agreement for the City and its partners.

The issue is that there is no business as usual resource to hand the work over to. Similar attempts to create a register in 2008 subsequently failed because there was no resource to maintain them.

Link to SC project risk

There is no specific risk in the register; there are associated risks, CSR008, CSR011. This will be added to the RAID log as an issue (it is currently happening) as 'There is no individual or team to hand Information Sharing to, so it is kept up to date.'

Background

There are intranet pages on Data Protection, which are mostly maintained by the Access to Information Team, although this is not their primary function. The majority of their role is taken up assisting departments with requests around Freedom of Information and Data Protection as well as providing support around information sharing agreements.

There are no specific information management or admin functions, which mean that where they do support information sharing agreements, they cannot, follow up on whether they are put in place. Closing this loop is vital in terms of ensuring we have an accurate register. Ideally ISAs and similar documents should be reviewed annually by the bodies responsible for setting them up. The register would be an ideal way of flagging up reviews.

A team, group or individual with responsibility and accountability will enable these documents to be reviewed, revised, retired, replaced etc. In the City Police there is an Information Management Board (IMB) with representation from each of the Police Directorates with a single point of contact responsible for information management.

A similar model will work at the City, it will enable individuals within IT and Access to Information to escalate issues to a group with cross-representation.

In the City Police the IMB is chaired by the Assistant Commissioner, at the City there are a number of options for who could chair:

1. The SIRO (Comptroller),
2. The CIO/IT Director
3. Assistant Town Clerk; ultimately responsible for Community Safety and consequently information sharing?
4. Director of DCCS. The majority of information sharing agreements involves DCCS.

It is not within the scope of the information sharing work stream to create posts/roles; it potentially contradicts the concept of efficiencies; however there is little point in implementing something, where there is nothing to hand over to?

Recommendation

Implement an Information Management Group at the City, appoint a suitable chair or rotate the chair. Give this group responsibility and accountability for reporting on information management back into Summit and Policy and Resources.

Approval

Name	Date	Organisation	Position
Richard Woolford	10/16		Programme SRO
Chris Butler	10/16		One Safe City Programme Manager

Document history

Version	Date	Changed By	Summary of Changes
0.1	05/10/16	Gary Griffin	First draft
0.2	12/10/16	Chris Butler	Amendments, inclusion of risk numbers

Appendix B

Briefing Note OSC012/SC004 update

Information Management Escalation – Single Version of the Truth

Purpose

- 1) The Safer Communities Project has observed, confirmed by other services, such as Community Safety, that there is no central information bank for core information about the City. For example, how many residents are there, how many businesses, workers in those businesses?
- 2) When a service produces information, it tends to start from scratch. In terms of service planning, what data are services, including City Police, using to resource those services?

Link to Safer Communities project risk

- 1) There is no specific risk in the register related to this. However the risk is that service provision is being based on inaccurate data. The project covers information sharing. Core information about the City needs to be the heart of information sharing.

Background

- 1) The briefing note OSC012/SC004 was approved at OSCB with a request that a discussion be held with Paul Beckett to provide the definitive position. A meeting was held with members of Paul's team:
 - Laura Davison - Head of Research, Economic Development,
 - Stuart O'Callaghan - Monitoring & Information Team Leader and
 - Peter Shadbolt - Assistant Director (Planning Policy)to discuss the original briefing note and the options within it.
- 2) At that meeting it was agreed that the page on the City website with FAQs under Business should be expanded to include data on residents. The data on this page is kept up to date by Planning Policy.

Problem Statement

- 1) There [are pages](#) on the City website with "key data" which are out of date.
- 2) There was a group, EDCOG (Economic Development Chief Officers Group), which met to discuss strategy documents and the use of data. This allowed cross-cutting discussion of the use of data and the right data to use in the right context. This was superseded with the implementation of the cross cutting steering groups, People, Place and Prosperity.
- 3) In strategy documents, there is different statistical information about the number of workers, businesses etc. there is also a lack of reference to where the data origin and date. Data, such as people and businesses obviously changes over time so ensuring that a figure is time stamped is crucial in ensuring it can be seen in context. E.g. a population figure from 2011 for 2016 can be seen as a forecast and can be treated as less accurate than actual data from 2015.
- 4) Who is the single point of contact for reference data about the City?

- a. The Planning Policy team have gathered together the information under Business on the Corporation website, so they would seem like an obvious place to start. However, how much time and effort might be used in their becoming the go-to team for this? This should also be extended to the City Police to ensure that any reference data is collated together in one place.
- 5) We must focus on aggregated, depersonalised data that is of interest both internally and externally so there are no issues with sharing. The website is an ideal vehicle for holding this information as it can answer and prevent FOI requests etc.
 - 6) If anyone uses forecast information, it is imperative to cite the source and the basis for that forecast.
 - 7) There is awareness that research data carried out in services and projects and useful statistics and data identified for reuse.
 - a. This information is currently siloed.
 - b. Find somewhere to store this, which might be internal, [Citymaps](#) as an example or external, London Data Store.
 - 8) A future model of operation might include taking data feeds from other sites, e.g. ONS via the National Information Infrastructure API and displaying it within City pages. This will reduce the need to update these pages manually.

Briefing Note Recommendations / Recommended Next Steps

Recommendation	Action Owner	Date required by	Distribution
Rename FAQs about the City to Key Facts under Business.	Planning Policy Web Editor, Melissa Richardson	Feb 17	
Set the single point of contact for key data, (should be a team). Then communicate that information out. Ensure that communication includes the link to the FAQ/Key Facts page as the primary source of data. The economic research email address is the most likely point of contact.	Policy and Resources, Planning Policy	Mar 17	

Recommendation	Action Owner	Date required by	Distribution
<p>'Policy and Resources' and 'Corporate Strategy and Performance' point anyone working on service/business planning, committee papers or strategy documents to the FAQ/Key Facts page and the SPOC.</p>	<p>Safer Communities Project, Policy and Resources, Corporate Strategy and Performance</p>	<p>Mar 17</p>	
<p>Change any out of date data on the website and ensure links are added to point to the FAQ/Key Facts page. Keep the link to the Development and Population page which has more granular Issue guidance to editors to avoid including direct data (if necessary it must include a source and date) but preferably to point to the FAQ/Key Facts page instead.</p>	<p>Melissa Richardson</p>	<p>Mar 17</p>	
<p>Look at setting up a "Data Conference" for internal City and City Police staff to be run once and look at key data sources as well as what research and data sources have been collected. From this identify if this should be run annually and align with service and business planning.</p>	<p>Safer Communities Project</p>	<p>Mar 17 (set up)</p>	
<p>Identify a suitable repository for any additional research and data sources. This could be internal, such as Citymaps or external such as LDS.</p>	<p>Safer Communities Project</p>	<p>Mar 17</p>	
<p>Require that every document which references a statistic has to include the source of that data as well as the date. This includes forecasting information where a citation of where that forecast has come from must be</p>	<p>Corporate Strategy and Performance</p>	<p>Feb 17</p>	

Recommendation	Action Owner	Date required by	Distribution
included.			

Programme Board Decision

To be determined

Approval

Name	Date	Organisation	Position
Cmdr. Woolford	16/01/17	CoLP	Programme SRO
Chris Butler	16/01/17	CoLC	One Safe City Programme Manager
Kate Smith	27/01/17	CoLC	Head of Corporate Strategy and Performance

Document history

Version	Date	Changed By	Summary of Changes
0.1	11/01/2017	Gary Griffin	Draft document created.
0.2	12/01/2017	Chris Butler	First Revision
1.0	16/01/2017	Gary Griffin	Final version for distribution

Appendix C

Information Sharing Register (extract)

ID	Document Name	Version number	Type of document	Named Organisations	Description
1	MOU between M&CP and City Police	Final	Memorandum of Understanding	M&CP, CoLP	Overarching MOU for joint working for the Public Protection Service, Built Environment, Transportation and Public Realm and City Police
2	Street Trading Protocol	0.1	Memorandum of Understanding	M&CP, CoLP	Made under paragraph 5(f) of MOU
3	Charity Collections Protocol	0.1	Memorandum of Understanding	M&CP, CoLP	Made under paragraph 5(l) of MOU
4	MARAC Operating Protocol		Operational Protocol	CoL, CoLP, Probation Service, Health, Victim Support	Multi Agency Risk Assessment Conference. The objective of this Protocol is to act as a terms of reference and guidance for MARAC members during the course of agreed information sharing between multi-partnership agencies at MARAC meetings.

ID	Document Name	Version number	Type of document	Named Organisations	Description
5	London Crime and Disorder Partnership DAAT	2	Information Sharing Protocol	CoL, CoLP, C&HPCT, LFS, LPS	The purpose of this Protocol is to facilitate the lawful exchange of information, whether it be personal, sensitive, depersonalised or anonymised, between co-operating agencies which have the common aim of reducing crime and disorder, and the misuse of drugs, in the City of London.
6	London Resilience Partnership - Strategic Coordination Protocol	6.5	Information Sharing Protocol	LFS, cross London multi-agency	This Protocol (formerly known as the Command, Control and Information Sharing Protocol), details the escalating strategic coordination arrangements for London's response to a disruptive incident. This includes an emergency, as defined in the Civil Contingencies Act 2004 and major incident as defined in the Joint Emergency Services Interoperability Programme, Joint

ID	Document Name	Version number	Type of document	Named Organisations	Description
					Doctrine.
7	City Hackney Information Sharing Agreement	1.5	Information Sharing Agreement	CoL, LB of Hackney, City and Hackney Urgent Healthcare Social Enterprise, Barts Health NHS Trust, East London NHS Foundation Trust, Homerton University Hospital NHS Foundation Trust, St. Joseph's Hospice,	The purpose of this agreement is to facilitate the secure sharing of information amongst key NHS, Local Authority, private and voluntary organisations as strictly listed in Appendix A to support closer integration and the provision of effective and efficient health and social care services to the populations of the local area. The agreement is also aimed at ensuring that the correct balance is achieved between the duty to care and the duty to share for direct healthcare

ID	Document Name	Version number	Type of document	Named Organisations	Description
					purposes.
8	City of London Corporation Safer City Partnership CCM	Final	Information Sharing Protocol	CoL, CoLP, Probation Service, Health, Victim Support	This protocol supports the delivery of the work of the City of London Crime and Anti-Social Behaviour Multi-Agency Panel (“the Panel”). The Crime and ASB Panel includes representation from core agencies/partners in the City of London and meets to address complex and high risk cases. A meeting of the Panel may be known as a City Community Multi-Agency Risk Assessment Conference (“CCM” / “City Community MARAC”).

ID	Document Name	Version number	Type of document	Named Organisations	Description
					This document sets out the framework for the sharing of information for these purposes
9	MOPI - Managing Police Information	Second	Information Sharing Agreement	CoLP	Information within MOPI about how and why Police should share information with other agencies. Information is from page 60 onwards.
10	TBA - DCCS ISA			TBA	Awaiting copy.... Note from e-mail."23. Legal implications There are legal implications around data sharing. There is a data governance group as part of the project which the City of London Corporation sits on. A draft data

ID	Document Name	Version number	Type of document	Named Organisations	Description
					sharing agreement has been prepared and this has been reviewed and commented on by the City of London Solicitor and Comptroller."
11	Information Sharing Agreement	1.0	Information Sharing Agreement	CoL, CoLP	This agreement outlines the requirements between the City of London Police and the City of London Corporation to work together to provide a framework for action.
12	Children Missing in Education		Information Sharing Agreement	CoL, Schools	This agreement between the City Corporation and the School provides a framework for disclosure by the School to the City Corporation of the data listed in the Appendix ("the Data") for the purposes of ensuring children are receiving suitable education.

ID	Document Name	Version number	Type of document	Named Organisations	Description
13	N&ELCSU and Public Health Team	1.2	Information Sharing Agreement	CoL Public Health, NHS	To allow CoL access to the NELIE business intelligence platform as a delegated CCG.
14	NELCSU and DCCS	N/A	Data Processing Agreement	CoL DCCS, NHS	Enables the NELCSU to fulfil its commitments under MOU for invoice validation on Sexual Health Services.
15	SSISA - Homerton and DCCS	1	Information Sharing Agreement	CoL DCCS, Homerton	To provide a framework for the secure and confidential sharing of information about children between agencies within Hackney, to enable them to meet the needs, protection and support of service users in accordance with national and local policy and legislative requirements.
16	JARDU	N/A	Information Sharing Agreement	CoL, BIS, DfE	This DSP is made for the purposes of sharing data between BIS, SFA, DfE, EFA and the third parties in order to undertake a joint area review of post 16 education and training. ("the Review")

Appendix D

Briefing Note OSC015/SC007

Community Safety Accreditation Scheme, Neighbourhood / Community Wardens

Purpose

1. Prior to the enactment of the Police Reform Act 2002 (PRA); police officers, supported by special constables and traffic wardens, were the only means for the service to provide the routine patrol presence which the 'public expects'. The PRA has provided the opportunity to endow police staff with limited powers to undertake a variety of uniformed patrolling tasks. The PRA also enables Chief Officers to accredit and quality assure other members of the extended police family who, unlike PCSOs, are not directly employed by the police, with the intention of harnessing the commitment of those already involved in community safety, crime reduction and reassurance.

Background

2. Under Section 40 of the Police Reform Act 2002, the Chief Officer of any police Force may establish and maintain a Community Safety Accreditation Scheme (CSAS) in order that some powers normally available to constables or others may be conferred on persons accredited under the scheme.
3. 3.4 Section 40 stipulates that a CSAS can be established if the Chief Officer considers it appropriate for the purposes of:
 - a. contributing to community safety AND
 - b. in co-operation with the police force for the area, combating crime and disorder, public nuisance and other forms of antisocial behaviour.
4. There are a number of areas within the City where enforcement could be carried out by the City of London Corporation or third parties, releasing City of London Police time and resources to carry out critical Police functions.
5. As an example within Essex Police and South Yorkshire Police, CSAS accredited staff, have powers to tackle graffiti, litter, abandoned cars and anti-social behaviour.
6. The granting of enforcement powers would also allow existing City of London Corporation or other third parties to carry out minor enforcement duties during events.
7. PCSOs were introduced by the Home Office to help the Police, the issue is they are funded out of the Police budget, CSAS is funded from other sources and accredited staff are not employees of the Police. The costs of CSAS are outside the Police budget.

8. The granting of these powers is given by the Chief Officer of the Police Force, the Commissioner of City of London Police.

Problem Statement

1. CSAS was introduced nationally due to recognition that Police resources were being taken up with minor enforcement, not resulting in criminal charges, which could be carried out by other organisations.
2. There is increased financial pressure on the City Police with an expectation of continued excellent service. The role of the Police has changed with a requirement to provide a more visual armed presence on the City of London streets.
3. With the current terrorism threat level as **Severe** then the ability to have access to staff who can carry out a number of enforcement functions is very important. CSAS can give powers to stop and direct traffic, which during an event would free up Police Officers to deal with other priorities, including armed response.
4. With the increase in the number of pedestrians and cyclists in the City, there is increased pressure on the roads and pavements. Using a Police officer to carry out this minor enforcement is neither cost effective nor good use of Police time. Also with the increase in armed Police officers, we will have the issue of armed police stopping cyclists for cycling on the pavement or running a red light? CSAS can ensure that criminal proceedings and Police resources are only used where most appropriate.
5. CSAS can support the night time economy using night time patrols to prevent low level anti-social behaviour and identifying issues earlier to the City of London Corporation and the City of London Police.
6. The recording of certain types of crime might be lower than it should be, for issues such as hate crime and near misses with cyclists etc. Having a warden street presence is more likely to allow people to report issues, especially if those wardens were seen as being effective at reducing things such as anti-social behaviour. Tasking can allocate CSAS resources to patrol areas with a perceived issue to provide intelligence to back up further activity.
7. The correct tasking and deployment of CSAS resources will help provide high quality intelligence to ensure that Police and City resources are deployed correctly for further enforcement.
8. CSAS will empower those Corporation of London departments and other bodies who deal with neighbourhood and licensing issues without Police involvement, so avoiding duplication of effort and criminalising those individuals.
9. There are other areas such as the bridges which have issues around attempted suicides and illegal food stalls. CSAS resources can be allocated to patrol at the times when these issues are most likely to occur. In terms of street trading, CSAS resources can link up with the Police, Trading Standards

and other authorities to provide a preventative presence as well as ensuring that issues are not displaced into other boroughs.

10. CSAS is about providing visible reassurance to the community that community safety issues are being dealt with.
11. It is not about income generation. Although under CSAS there is the power to issue fines and penalty charges, anecdotal evidence shows this has not happened to any great extent in local authorities that have implemented CSAS. If a private company is given CSAS powers this can prevent a culture of performance by income being created.
12. The intention is that CSAS patrols provide a preventative presence and better background intelligence for Police operations.
13. CSAS does not replace Policing. Where criminality is identified; the Police will engage, the advantage being that CSAS staff will be able to offer on the ground intelligence and background information to ensure better outcomes.
14. CSAS grants additional enforcement powers to existing community safety services, e.g. the requirement to give a name and address making them more effective.

Options

Existing City Staff

1. Within the City there are as an example Street Environment Officers. They could be given CSAS powers to perform further duties, including issuing fines. This is an ideal opportunity to use existing enforcement resource more effectively.
2. The CSAS powers have been mapped against a list of capabilities and the City and City Police Sections that deliver those capabilities. Further work will be carried out to identify opportunities within City Teams currently carrying out enforcement activities, which would benefit from CSAS powers.

Using TfL

1. Transport for London have a London wide team of 80 Road Traffic Enforcement Officers who have been accredited by the Metropolitan Police to carry out a number of CSAS activities, these are listed in appendix A. These are at the discretion of the Commissioner and can be amended.
2. These resources could be used by the City of London, in recognition of its important status as a major transport hub, including critical bridge infrastructures.
3. There would need to be joint tasking and priority setting from City and City Police Road Safety teams.
4. <https://tfl.gov.uk/info-for/media/press-releases/2015/november/test1>

Using Parkguard

1. Parkguard provide a Neighbourhood Warden Service for the three social housing estates. They deal with a persistent range of low level nuisance.

This service started in August 2015 and has been extended for a further 2 years as of September 2016.

2. This service compliments other services provided by the City and City Police and provides high-visibility evening patrols of the three estates for a total of 50 hours per week.
3. The patrols are targeted and intelligence-led, increasing presence at certain times and in response to reports of issues. Patrols are increased at times of the year where nuisance may be greater (e.g. end of October - early November, New Year's Eve)
4. Staff are uniformed, and work as single person units or, at times of greater risk, two-person crews. They particularly focus on hot spot localities identified by the public and the police.
5. A valuable aspect of the Parkguard service is the intelligence provided to partner agencies. Detailed reports are produced for each shift and circulated to the police, the Housing Service, the Community Safety Team, the Homelessness Team and Environmental Health. This has provided all parties with a granular level of intelligence which would not have otherwise been available. It is extremely valuable in identifying issues at the earliest stage – alerting officers to the first signs of drug use or rough sleeping on the estate, to fly tipping, trespass or security and maintenance issues which we can then take immediate action on. It also gives us a very clear picture of the level of activity on our estates and allows any patterns to be identified.
6. Although the functions Parkguard carry out on the estates are in line with CSAS activities, they do not have the power of enforcement. So they can request a name and address but cannot require it.
7. The process of approval is different for private sector and public sector organisations. Private Sector, such as Parkguard will apply to ACPO CPI Ltd and they will recommend whether their staff should be accredited. It is still the Commissioner who decides to grant approval or not.

Community / Neighbourhood / Street Wardens

1. An option is a team of wardens, employed managed and tasked directly by the Corporation Community Safety Manager. These could work alongside the existing City Street Enforcement Officers, TfL and Parkguard. They could also be an alternative to Parkguard services on housing estates in the near future.
2. As an example, Hackney has 14 wardens patrolling 24 hours a day, covering an area of 7.36 sq. mi. and a population of 272,890. They carry out around 200-300 interventions a month, the majority are fixed penalty notices and intelligence gathering and referrals to other agencies. They have also carried out nearly 100 warnings for cycling infringements, e.g. cycling on the pavement as well as fixed penalties and warnings for illegal street trading.
3. The function of the street wardens would be broadly in line with other functions within the City such as the Hampstead Heath Constabulary and Epping Forest Keepers.
4. Salaries for Community Wardens range from £17,000 to £30,000 per annum. A team of 5 wardens would cost in the range of £200,000 per annum, which would include training, vetting, uniforms, not paid from Police budgets.

Security Staff / Door Supervisors

1. As part of the night time economy, security organisations can be accredited which would allow a subset of the powers to be enforced to tackle anti-social behaviour outside venues.
2. Security staff within larger business premises could also be accredited; members of the Griffin Guard might be an option, to allow them in the event of a critical incident to be able to be tasked by City Resilience to carry out traffic management etc.
3. Licensed premises may be interested in CSAS accrediting their staff as it provides powers to prevent anti-social behaviour on their premises.
4. As with Parkguard the process of approval for security organisations will be different to public sector.

Cheapside Business Alliance Ambassadors

1. The Cheapside Business Alliance employs a number of ambassadors, who carry out a number of community functions covering the Cheapside business district.
2. They are involved in community safety functions, including air quality monitoring, recording anti-social behaviour and street cleansing issues.
3. Giving them enforcement powers would enable them to have a more forceful role, but this may change the dynamic.
4. Vetting may also lead to employment issues for the ambassadors.
5. There will be further discussions with the CBA to see whether CBA ambassadors can be considered for accreditation.

Risks

1. Parkguard carry out a good service on the housing estates, however because of the general low levels of crime there could be little for them to do in terms of extra enforcement. This may be seen as demonstrating no need for CSAS.
2. In other places, although community warden schemes have been seen as a success, they have been subject to savings. CSAS should help City Police make efficiencies; if the CSAS budget is put under pressure then the expectation may be that it will fall back to the Police to carry out minor enforcement.
3. If existing resources are accredited, there is a risk that they will fail vetting. This may lead to an effective individual being forced out of a role, which could have a counter-productive effect of making the community feel less secure.
4. More people on the streets might lead to reporting increasing and therefore the number of recorded instances going up. This needs to be understood at the start and that the increase of intelligence will give a clearer picture of what is happening.
5. Information exchange may be an issue. At the moment if a Police Officer records an issue, this may be recorded on the Police National Computer. CSAS accredited staff would need to have a mechanism to record issues through Administration of Justice (AOJ).
6. Getting City services to sign up. One of the concerns voiced is that there are by-laws and legislative powers at the moment that allow City staff to carry out some of these functions. Because of the threat of violence, real or perceived they want a Police presence. Will also need to amend terms and conditions of some City staff and make vetting a pre-requisite of the job, see point 3.

Financial Model

1. Funding will be sought from provider departments such as DCCS who are paying for this service at present.
2. The late night levy could be used to fund further wardens, focussed on the night time economy and anti-social behaviour after 12am.
3. The new extension to Parkguard includes the ability to 'spot purchase' enhancements up to the value of £100K pa or a total of £200K over the two years. Additional services could be funded by the late night levy and/or the funding for PCSOs.

What needs to be in place?

1. Before an organisation is accredited the Commissioner is required by the PRA 2002 to ensure:
 - a. The employing organisation must have a satisfactory complaints procedure (PRA 2002 40[9]).
 - b. The employing organisation must be fit and proper person to supervise the work of an AP (PRA 2002 41[4a]).
 - c. The employee is suitable to exercise the powers that are to be conferred upon him (PRA 2002 41[4b]).
 - d. The employee is capable of effectively carrying out the functions for the purpose of which these powers are being conferred upon him (PRA 2002 41[4c]).
 - e. The employee has received adequate training for the exercise of these powers (PRA 2002 41[4d]).
2. A CSAS co-ordinator role; a Police employee would be the single point of contact between the Police and the CSAS organisation(s). They would be responsible for
 - ensuring that all accredited persons have had adequate training,
 - carry out quality assurance and do occasional patrols with accredited staff.
 - be the point where complaints about CSAS accredited staff and organisations are received.
 - This could be:
 - i. Supt. Ops (or replacement)
 - ii. Insp. Ops Community Policing
 - iii. Ch. Insp. UPD
 - iv. Sgt. ACPO
 - v. CoLP Human Resources
4. A list of all of the accredited persons must be kept and good practice suggests the names and working locations of approved organisations are available on the City Police website.
5. An amendment of resourcing within the Administration of Justice service. The expectation will be that more enforcement will be carried out and therefore additional resource will be required to monitor the progress of that enforcement.
6. All staff applying for accreditation will be vetted, NPPV level 2 if access to Police premises or systems is required or NPPV level 1 otherwise.
7. A reasonable fee can be charged for the admin costs of accreditation including vetting, for example the Met charges:
 - b. Set up costs 2016
 - i. Initial organisation application: £1,250 plus VAT
 - ii. Processing fee for each Director and Authorised Signatory: £30

- iii. Training (arranged by organisation): Average cost around £300 per accredited person
 - iv. Admin Charge per newly Accredited Person: £150
 - c. On-going Costs
 - i. 3 yearly renewal of application (Organisation): £750.00 plus VAT
 - ii. Annual charge per accredited person: £100 per annum
- 8. Any unlawful conduct carried out by any CSAS accredited employees is the responsibility of their employer, not the accrediting organisation, e.g. City Police. However the co-ordinating officer must ensure that any complaints are managed and accreditation removed from any staff no longer meeting vetting standards.
- 9. The guidance recommends routing organisation accreditation requests through the local Crime and Disorder Reduction Partnership for consultation, with the Chief Officer making the final decision.
- 10. The CSAS process requires that an organisation requests accreditation and this **should** be for no longer than 12 months, which means there will be an annual review. However after the first year, the accreditation can be granted for up to 3 years, although ACPO guidance 2012 recommends annually for private companies.

Options

1. Directly employ a team of wardens under the tasking control of the Community Safety Manager. The size of the team to be between 4 and 5 people.
2. Accredite TfL RTEO staff to carry out road danger reduction work alongside existing City/City Police Road Safety teams. These staff would be jointly tasked with City/City Police staff.
3. Accredite Parkguard staff to carry out CSAS functions within the areas currently covered by their contract with DCCS.
4. Accredite Parkguard staff and enhance the contract with additional responsibilities. Focus on areas of known ASB as well as patrolling bridges during peak hours for illegal street sellers and also attempted suicide(s).
5. Initially accredit TfL and Parkguard staff enhancing their contract with additional patrol areas. Use this as a dry run before putting in place a team of wardens. There is an advantage to this in that TfL and Parkguard already have trained and vetted staff, which could be deployed quickly.

Briefing Note Recommendations / Recommended Next Steps

Recommendation	Action Owner	Date required by	Distribution
<p>1. Implement Option 5 will be the fastest to deploy and enable the gathering of intelligence to right-size the warden team. TfL and Parkguard have trained / vetted staff. This will include joint tasking of the resources by Road Danger Reduction and Community Safety.</p>	<p>Safer Communities Board</p>	<p>Nov 16</p>	<p>CoLP SMB CPA Police Committee</p>
<p>2. Produce a further report on the implementation of a warden's team as well as looking at accrediting other staff, such as security staff.</p>	<p>Safer Communities Project Manager Community Safety Manager Supt Community Policing</p>	<p>Mar 17</p>	<p>Safer Communities Board</p>

Next Steps

1. Agree in principle with Safer Community Project Board Chair(s).
2. Submit report to the Safer Community Project Board for discussion and decision.
3. Submit report to One Safe City Programme Board for discussion and decision.
4. Submit report to ACPO / SMB for discussion and decision.
5. Safer Communities works with ACPO on liaising with Crime Reduction Partnership on the organisations seeking staff accreditation.
6. Subject to approval Safer Communities project plans implementation of CSAS powers with City of London Corporation and City of London Police.
7. Organisations submit request to Commissioner asking for CSAS accreditation.

Review proposals after 6 months under business as usual Dec 17 Programme Board Decision

1. Agree recommendations by number

Approval

Name	Date	Organisation	Position
Richard Woolford	21/11/2016	City of London Police	Programme SRO
Steve Presland	21/11/2016	Corporation of London	Transportation & Public Realm Director, Built Environment
Chris Butler	23/09/2016	OSC	OSC PMO Manager

Document history

Version	Date	Changed By	Summary of Changes
0.1	23/09/16	Gary Griffin	First draft
0.2	23/09/16	Chris Butler	PMO Manager review
0.5	30/09/16	Gary Griffin	Amended version from PMO review sent to Cmdr. Woolford
0.6	14/10/16	Gary Griffin	Amendments from Cmdr. Woolford review

Glossary

Term	Description
CPA	Crime Prevention Association
CSAS	Community Safety Accreditation Scheme
DCCS	Department of Community and Children's Services
FIB	Force Information Bureau (Information and Intelligence Directorate)
MARAC	Multi Agency Risk Assessment Conferences
MOU	Memorandum of Understanding
OSC	One Safe City Programme
SCP	Safer City Partnership (The Community Safety Partnership)
SMB	City Police Senior Management Board
UPD	Uniformed Policing Directorate

Appendix E

Briefing Note OSC019/SC011

Update on Messaging Tool progress

Purpose

- 3) To inform the Safer Communities and One Safe City boards about the current position with the procurement of the messaging tool to replace Everbridge and also VisaV

Link to CSR017 project risk

- 2) There is a project risk relating to the procurement and replacement and the impact on existing contracts.

Background

- 1) The project was tasked with ensuring the system used by City Police for critical messaging was replaced as part of a procurement process.
- 2) A novation document was signed in December 2015 to recognize the fact that the original contract was in the name of Vocal. This set out terms for continued use.
- 3) City Police identified issues with the existing Everbridge product:
 - a. It is expensive when compared to competitor products
 - b. Its feature set is not as rich as competitor products
 - c. Some subscribers are charged for receiving messages
- 4) The project worked with City and City Police teams, including City Procurement, Legal, ECD, I&I, Community Policing, City Police Communications, M&CP, DBE and Resilience and Contingency to produce a specification and brief and carried out a procurement exercise to select a replacement which met the messaging needs of the City and City Police.
- 5) A contract cancellation letter was sent to Everbridge on 19 October 2016 in line with the terms of the novation document to ensure the Everbridge City Police contract ended on 16 December 2016.
 - a. Everbridge responded on 17 November by telephone asking which contract the cancellation letter applied to. Legal informed them the letter clearly stated it was related to the novation agreement in December 2015.
- 6) The request for bids for a new tool started on 1 November and ended on 17 November. 6 suppliers were contacted, 4 bid.
- 7) These bids were assessed in two panels and a decision made on a preferred supplier.

Problem Statement

- 1) On 24 November 2016 Everbridge asked about the position with the procurement. The possibility of a month extension should the procurement take longer to get through internal processes was raised with Everbridge. They replied stating the City Police contract ran until Feb 2019.
- 2) Everbridge sent the Safer Communities project a copy of a signed document which was a quote signed in February 2016 for 3 years plus 2 optional years. This document had not been seen before by the project and was not referenced in any of the reports about the Everbridge contract position; which all stated 30 days' notice to end the contract in mid-December.

- 3) The project engaged Legal to identify a way forward with the assertion that the terms in the novation were primary and that the signed document was a quote. The project and Legal met with the Everbridge MD and their legal counsel. They are stating that they have a binding contract for the service. Legal has sent some emails to Everbridge from one of their employees as part of the discussions to produce the quotation. These may be interpreted to say that 30 days' notice can cancel the contract at any time, Everbridge have stated that this refers to the period after the 3 years of the quotation has ended.
- 4) As this is now placing the ECD contractual position under pressure, Gary Griffin met with City Procurement and it was agreed that City Procurement would engage with VisaV to look for a 6 month extension while we resolve the contractual issues.
- 5) Gary Griffin has contacted ECD with a view to amending the specification to reflect their needs in isolation, in preparation for the revised procurement.
- 6) The procurement for the new tool has been cancelled and the bidders informed.
- 7) This has also placed pressure on Resilience and Contingency within the City who are on the older iModus messaging platform and are being pressured into moving onto Everbridge. They were hoping to move instead on to the new tool, which met their needs more closely. The project will be working with R&C to ensure their messaging continues and they are migrated onto an alternative successfully.

Options

- For information only

Briefing Note Recommendations / Recommended Next Steps

Recommendation	Action Owner	Date required by	Distribution
For information			

Programme Board Decision

To be determined

Approval

Name	Date	Organisation	Position
Chris Butler	16/12/2016	OSC	One Safe City Programme Manager
Gary Griffin	14/12/2016	OSC	Safer Communities Project Manager

Document history

Version	Date	Changed By	Summary of Changes
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0.1	14 Dec 2016	Gary Griffin	Draft document created
0.2	14 Dec 2016	Chris Butler	Amendments – tracked changes
0.3	15 Dec 2016	Gary Griffin	Acceptance and editing of tracked changes
0.4	16 Dec 2016	Gary Griffin	Updated with information about procurement status.
1.0	16 Dec 2016	Gary Griffin	Final version issued to Safer Communities Project Board

Appendix F

Briefing Note OSC021/SC013

Messaging Tool – procurement of ECD Neighbourhood Alerts System following on from Everbridge contractual position

Purpose

- 4) To outline the next stages of the process now that the Everbridge contractual situation has been resolved.

Link to CSR017 project risk

- 3) There is a project risk relating to the procurement and replacement and the impact on existing contracts.

Background

- 1) The ECD contract for Action Fraud alerts, has been extended for a further 6 months. The contract has a 90 day termination clause within it, based on the complexity of the system and its interoperability with other agencies, Neighbourhood Watch groups etc.
- 2) Work is progressing with Everbridge around exploiting the solution to its maximum potential.

Problem Statement

- 8) The procurement included ECD as part of the Safer Communities project's overall objectives of joint working and delivering efficiencies. Having a single supplier with a single contract for the City of London, Police and ECD would make invoicing, account management etc. much more straightforward. There were also potentials for cashable savings as a single solution would have been much cheaper than multiple contracts in place.
- 9) However now the two requirements have been contractually separated, the projects involvement in the national tool should come to an end. The project has a clear scope and remit around communities within the City of London and cannot really be extended to include the now separate national ECD requirement
- 10) The project effort will now be focused on engagement with City communities and with the exploitation of the capabilities of the Everbridge platform for community messaging. Therefore effort to re-run the procurement will have to be at the expense of other activities.
- 11) The project is also only currently funded to the end of March. The procurement process will extend beyond this.

Options

- 1) Safer Communities project resources deliver the procurement process for the replacement of the national Action Fraud alerts system. This will be at the expense of other project activities. Approximate effort required would be 40 days over 6 months, 30 day's project management, 10 days business analysis.
- 2) Safer Communities project resource helps and supports the procurement process for the replacement of the national Action Fraud alerts system. This

will require much less resource, but will still be at the expense of other activities. Approximate effort would be 10 days, 5 days project management, 5 days business analysis. The scope of involvement would have to be carefully monitored to ensure it does not develop into option 1.

- 3) The Safer Communities project resource has no involvement in the procurement of the national Action Fraud alerts system. Any work carried out during the previous procurement will be handed over to ECD resources and ad-hoc support can be given. Approximate effort required would be 2 days, 1 day project management, and 1 day business analysis.

Briefing Note Recommendations / Recommended Next Steps

Recommendation	Action Owner	Date required by	Distribution
Based on the scope of the Safer Communities project implement option 3	Gary Griffin	18 Jan 2017	SC Board

Programme Board Decision

To be determined

Approval

Name	Date	Organisation	Position
Cmdr. Woolford / Steve Presland	18/01/2017	City of London Police / Corporation of London	Programme SRO
Chris Butler	12/01/2017	OSC	One Safe City Programme Manager

Document history

Version	Date	Changed By	Summary of Changes
0.1	15/12/2016	Gary Griffin	Draft created
1.0	12/01/2017	Gary Griffin	Final version presented to Safer Communities Project Board

Appendix G

Briefing Note OSC027/SC019

Re-Implementation of Critical Messaging Tool

Purpose

To set out the re-implementation of the Everbridge critical message tool in the City of London Corporation and the City of London Police.

This Document Links to

- Briefing Note OSC019/SC011-Messaging Tool
- Briefing Note OSC021/SC013-Messaging Tool Next Steps

Background

1. The City of London Police has used iModus and its successor Everbridge, for more than 10 years for critical/priority messaging. There has been no formal procurement process during that time.
2. The Corporation has also used iModus now Everbridge with two separate contracts, for internal messaging within Markets and Consumer Protection (M&CP) and Resilience and Contingency. Department of Built Environment (DBE) are using the M&CP instance to also carry out internal messaging. These are invoiced separately to the City Police Everbridge contract.
3. A procurement process was started in October 2016, including requirements for wider community messaging also to combine contracts into a single contract, with savings for both the Corporation and City Police. This procurement has now been cancelled due to the discovery of a contractual obligation to continue with the use of the existing tool until 2019. Please see Briefing Note OSC019/SC011.

Problem Statement

1. Since the tool was set up for City Police in 2015/16 whether it does what was intended has never been reviewed. There is a sense that the tool is not fit for purpose, although this has not been brought to the attention of Everbridge. M&CP and DBE are using the system successfully and are happy with its functionality.
2. There was some confusion about what the tool could do for the City Police and the subsequent implementation was based around functionality that the system could not deliver, so the tool was configured as a general messaging tool, with different groups being used to send different messages, however this isn't how the system is being used.
3. The tool was set up for City Police with a number of groups, the main ones being Corporate Partners, Residents and SMEs. There is confusion as to who should be subscribed to which group and the types of messages they should be receiving.
4. What is a critical/priority message? This has not been fully defined but is essential to the proper implementation and use of this or any tool. The power

of a critical alert is that when something is sent out, the recipient knows they will have to react to it.

5. There is frustration and concern from subscribers to the service, they **are not** getting the messages they expect if they get messages at all – this is unacceptable. Marketing campaigns from the Police about crime and crime prevention can be used to exemplify this; they are not what recipients signed up for.
6. The Safer Communities Project has requested materials in relation to the current set up; why it was built that way and who ‘signed it off’. All avenues have been explored, including requesting build or specification documentation from the supplier. At the time of writing no material has been forthcoming. There are no build documents or specifications which identify why the current system was set up the way it was, which is a problem in terms of identifying the tools fitness for purpose.
7. Following a conversation with a Police Officer who was involved with system set-up, the intention was to have a system function permitting messages to be sent across all organisations, as an ‘Over-ride’ button. This was not implemented.
8. Police Corporate Communications team use the ‘Corporate Partners’ database for awareness campaigns only. They have no access to ‘SMEs’ and ‘Residents’.
9. Everbridge was intended as a critical/priority messaging tool and not for general communications. Evidence received from organisations that have unsubscribed suggests receipt of non-critical messages as a primary reason.
10. The Control room has access to Corporate Partners, SMEs and Residents. Everbridge states that the Control Room is using ‘Mass Notification’ or ‘Incident’, because of this, when an incident occurs only the Corporate Partners group receive messages (not SMEs and/or residents.)
11. The intent appears to have been that the Corporate Partners list receives a more detailed message as they are considered to be a ‘trusted partner’. This does not occur, at present and in terms of critical messaging is too complex a process:
 - a. Use cases were created for categories of incidents likely to occur in the City and set up as workflows.
 - b. The workflows were intended to be dynamic, but have introduced problems, for example a ‘drop down’ adds ‘**road**’ after the street name of the road, but this doesn’t work where we have street names such as ‘London Wall, Bishopsgate or Aldgate.
12. Test messages are automatically sent to all subscribers every two weeks. An undesired side-effect is that some users *only* receive test messages increasing dissatisfaction with the system.
13. Individual user accounts are not used to access the tool. Users are sharing logins and passwords which contravene security best practice. This has been raised with the CoLP Information Security Team.

14. Some subscribers are paying a fee for the use of the Everbridge tool. There is a misconception that this is required to receive critical messages, which may have result from incorrect information or a misunderstanding when City Police migrated from iModus to Everbridge.
15. There is the no clear accountability for the system and the messages sent from it and no responsibility for the administration. This is entirely separate from ownership and payment. There is no clear accountable owner of the Everbridge tool.
 - a. Appendix A shows a RACI matrix for the tool, there are gaps for super user and also account management responsibilities.
 - b. The Assistant Town Clerk is shown as the Corporation Corporate owner reflecting the responsibility for resilience and contingency.
16. No-one in CoLP Communications receives the critical alerts; there is no subject matter expert review.
17. An essential part of any messaging system must be end-user surveys relating to quality together with in-house messaging reviews.
18. The Safer Communities Project has sought feedback from;
 - a. A large International Insurance company
 - b. A large International Media and Financial Software company
 - c. A global Asset Manager and Investment House
 - d. A City of London Law firm
 - e. A minister at a City of London Church
 - f. Feedback ranged from spelling and grammatical errors to timeliness and content with general concerns over standard of messages.
19. Social media and the critical messaging tool are disconnected. In case studies, the messaging and updating of social media are not aligned. Messages must be replicated across channels.
20. Everbridge is limited to 15,000 contacts. If subscribers are on multiple lists this reduces the overall total, e.g. if the same 5,000 contacts occur in three lists, the contacts limit is reached. Multiple-entry must be removed.
21. Contacts exist multiple times across groups. So in some cases contacts receive the same message three times, being a member of three groups. This could be resolved by flattening the group structure and only having one critical messaging group.
22. The City of London Police website page '[corporate partners](#)' mentions dynamic conference calls and capturing information about location of CCTV cameras. This does not appear to be used and may cause issues with the expectations from a paid service.
23. There is one defined super user set up in the tool who works in Community and Partnerships Policing with overall responsibility for the system. This person is not a system user and they are a single point of failure. They seem to have been identified as the super user by default, rather than by an active decision on the best person for the role.

24. Everbridge are the main administrator for the City Police and Resilience and Contingency implementations. Ideally the main administrator responsibility should be within the Corporation or City Police.

Headline recommendations

The items below are just headline recommendations, once you have had the chance to review and comment on this document and agree the RACI matrix, a list of tasks will be sent out to complete the re-implementation.

- A. Bring all of the instances of Everbridge, City and City Police into a single environment, subject to agreement and financial incentive
- B. Identify and adopt, subject to agreement of RACI, accountability and responsibility for the system
- C. Only send test messages every 3 months (this has been implemented)
- D. City Police use as a critical/priority messaging tool only
- E. Ensure every user sending out a message has a separate account
- F. Ensure paying subscribers are aware what they are paying for
- G. Document everything
- H. Create procedures for use and audit

Approval

Name	Date	Organisation	Position
Chris Butler	15/03/17	OSC	One Safe City Programme Manager
Carolyn Dwyer	23/03/17	CoLC	Director Department of the Built Environment
Jane Gyford	23/03/17	CoLP	T/Command Operations
Teresa La-Thangue	23/03/17	CoLP	Director of Communications
Peter Lisley	23/03/17	CoLC	Assistant Town Clerk
Bob Roberts	23/03/17	CoLC	Director of Communications
David Smith	23/03/17	CoLC	Director Markets and Consumer Protection

Document history

Version	Date	Changed By	Summary of Changes
0.1	27/01/2017	Michael Cocksedge	Draft document created
0.2	07/02/2017	Gary Griffin	Comments
0.3	15/02/2017	Gary Griffin	Amendments to recommendations
0.4	20/02/2017	Michael Cocksedge/Gary Griffin	Chris Butler comments
0.5	15/03/2017	Gary Griffin	Further amendments to make briefing note more concise.
1.0	23/03/2017	Gary Griffin	Final version for Senior Managers with responsibility for Everbridge

Appendix A (of briefing note)

Responsibilities	contingency planning)	CoLP Commander Ops	City Communications	City Police Communications	M&CP	DBE	CoLP FCR	Partnerships	R&C	IT	City Procurement
Corporate ownership	A	A	R	R	I	I	I	I	I	I	I
Super user (admin of admins) (Level 1)	I	I	I	C	C	C	C			R	
Admin user (Level 2)			R	R	R	R	R	R	R		
Critical Messaging to all (subscribers to CoLP only)	I	I	A	A			R	R			
CoLC Messaging to own staff	I		I		R	R			R		
Incident Management	I	I	I	I			R	I	I		

Premium Audio Bulletin Board	A		I	I					R		
Account Management (Current Supplier)	C	C	I	C	C	C	I	I	C	R	C
Contractual replacement (start June 2018)	A	A	C	C	C	C	C	C	C	C	R
Quality assurance messaging	I	I	I	R							
Change control (configuration)	I	I	I	I	C	C	C	C	C		
Change control (CoLP messages)		I		C			R	R			
Updating/amending City Police web page Online services and alerts	I	I	I	A/R			I	I			
Change control (CoLC messages)	I		I		R	R			R		

Responsible	R
Accountable	A
Consulted	C
Informed	I

Appendix H

Briefing Note OSC026/SC018

CRM Programme risk to JCCR and Safer Communities Projects

Purpose

- 5) The purpose of this document is to escalate a problem that is known to the Corporation which presents a critical risk to CoLC and to the successful completion of the JCCR project.

Link to JCCR project risks

- 4) OSC/JCCR/R/034 – CRM software cannot be accessed from Police networks and therefore there is a risk that it is not accessible from Bishopsgate the intended location of the JCCR.

Background

The JCCR project has identified a number of critical issues around CRM which could impact on the ability of the JCCR to carry out Corporation functions when it becomes a joint service.

Problem Statement

- 12) The CRM system cannot be accessed from the Police network. This means that a number of services delivered from the Contact Centre, will not be able to be delivered when it moves to Bishopsgate.
- 13) The CRM system is end of life, not fit for purpose and has no obvious replacement. There has been a pilot of Salesforce within Economic Development.
- 14) The JCCR is dependent on a fully functioning CRM, without it there is no case management, management reporting, performance data etc. A number of City services are only delivered via CRM. A number of service departments also use CRM, so not having a CRM will remove their line of business application.
- 15) The Safer Communities project has a number of dependencies on a CRM system. Without a functional CRM a number of outcomes from Safer Communities cannot be achieved. These are:
 - a. Cautionary Contacts: A CRM can be used to record individuals who may pose a risk to City staff. A number of CRM systems have this built in to comply with the DPA.
 - b. Joining up information about an individual for the purposes of identifying vulnerability, anti-social behaviour and also to look at recording things like Community Protection Notices and Orders in one place to prevent duplication.

- c. The ability to identify vulnerable people in a secure way in the event of an emergency so that emergency responders can deal appropriately with the issue.

16) CRM has been looked at a number of times by a number of initiatives, but it is unclear if there is a solution, particularly one which will deliver within the timescales of the JCCR and Safer Communities projects.

17) The JCCR and Safer Communities projects are not resourced to deliver a replacement CRM solution. However neither can they deliver the maximum value without a fit for purpose CRM.

18) Many JCCR services should form part of a channel migration strategy to ensure services are delivered digitally as soon as possible. Examples are anything requiring payment which should be moved to an online payment portal.

Options

- 1) Accept the risk of the current CRM becoming end of life; work with CoLP IT to remove the issue of not being able to access the current CRM from a Police network. This will not meet the wider needs of JCCR or Safer Communities but removes the immediate risk of not having access to a system.
- 2) Add to the JCCR project a tactical solution to have a JCCR specific CRM, purchase a cost effective solution via a G-Cloud/Digital Marketplace which is as much OTS as possible with minimum customisation. This will not deliver on wider efficiencies across the Corporation, but will cover off both issues for the JCCR. It may deliver on some of the dependencies of the Safer Communities project.
- 3) Generate a new project to deliver a CRM solution which could either be JCCR specific or fit in with the overall needs of the Corporation. This could sit outside One Safe City, but would need to accommodate the dependencies of the JCCR and Safer Communities projects.

Briefing Note Recommendations / Recommended Next Steps

Recommendation	Action Owner	Date required by	Distribution
Option 2 which is in line with the decision from Summit group about purchasing point solutions for each service's need.	Chris Butler	3 Feb 2017	OSC Board, JCCR Board, SC Board

Programme Board Decision

To be determined

Approval

Name	Date	Organisation	Position
Peter Lisle	30/01/2017	CoLC	Programme SRO
Chris Butler		CoLC	One Safe City Programme Manager

Document history

Version	Date	Changed By	Summary of Changes
0.1	24/01/2017	Gary Griffin / David Calver	Draft document created.
0.2	27/01/2017	Gary Griffin	Recommendation amended in light of paper from summit.
1.0	30/01/2017	Gary Griffin	Final version for OSC Programme SRO

Appendix I

Opportunity Outline



Opportunity
Outline Community



sub project one
pager - community s

Appendix J

Community Safety – Recommendations Matrix



Copy of
CommunitySafetyPr

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Consultation and assurance check list

Directorate / Dept.	Name	Supported/ Not Supported Summary of comments & Feedback	Date
SRO, One Safe City, Assistant Town Clerk	Peter Lisley		
Safer Communities, Project Executive	Steve Presland		
Town Clerks	Alex Orme		
Town Clerks	Glen Marshall		
Community Safety	David Mackintosh		
Community Safety	Valeria Cadena- Wrigley		
Port Health and Public Protection Director	Jon Averns		
Assistant Director Public Protection	Steve Blake		
Head of Police Change Portfolio Office	Pauline Weaver		
Safer Communities, Project Manager	Gary Griffin		
Safer Communities, Business Analyst	Michael Cocksedge		

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Agenda Item 8

Committee(s) Safer City Partnership	Dated: 3 November 2017
Subject: Safer City Partnership Strategic Assessment 2016/17	Non-Public
Report of: Head of Community Safety	For Approval
Report Author: David Mackintosh	

Summary

This report provides the annual assessment of the City of London Safer City Partnership Plan 2016/17.

The report details a strategic assessment of the Safer City Partnership's five priorities:

- Violence Against the Person
- Night Time Economy Crime and Nuisance
- Acquisitive Crime
- Anti-Social Behaviour
- Support the Counter Terrorism Strategy through Delivery of the Prevent Strategy -

The Committee are asked to:

- a) Read the assessment and offer any comments
- b) Approve the strategic assessment for 2016/17

Background

1. The Safer City Partnership (SCP) is the Community Safety Partnership for the City of London. Community Safety Partnerships were established under the Crime and Disorder Act 1998.

2. They are intended to work together to protect local communities from crime, make people feel safer and respond to local issues of anti-social behaviour, drug and alcohol misuse and reoffending.

3. The SCP strategic plan is refreshed annually. This plan is a public document and is sent to the Police Committee. The partnership should also annually assess and review its work. In addition, the SCP is expected to consult with the communities it serves.

4. Membership of the Safer City Partnership includes: the City of London Corporation*; City of London Police*; London Fire Brigade*; London Probation Trust*; Clinical Commissioning Group*; Transport for London, HM Courts Service; Crime Prevention Association and business representatives. (Those marked with an asterisk are statutory partners).

Main Report

The SCP plan for 2016/17 identified five priorities. These were:

- **Violence Against the Person** – to protect those who work, live or visit the City from crimes of violence,
- **Night Time Economy Crime and Nuisance** – to promote the City as a safe place to socialise.
- **Acquisitive Crime** – work to protect our residents, workers, businesses and visitors from theft and fraud with an emphasis on cyber-crime.
- **Anti-Social Behaviour** – respond effectively to behaviour that makes the City a less pleasant place.
- **Support the Counter Terrorism Strategy Through Delivery of the Prevent Strategy** - challenge radicalisation of vulnerable people and reduce the threat posed to the City.

5. In addition the SCP has also worked with partners to reduce bicycle related accidents and fatalities and has supported efforts to address other areas of concern.

Violence Against the Person

6. Victim based violence showed a slight increase in the number of reported offences from 911 in 2015/16 to 922 in 2016/17. This increase was due to reported incidents of violence without injury which increased from 410 to 481. Reported incidents of violence with injury and sexual offences both fell during this period from 410 to 381 and 91 to 60 reported incidents respectively.

7. The increase in Violence Without Injury during period may be due to a number of factors including the increased reporting of common assaults. There has been more engagement with the community and licensed premises through the Christmas campaign, which could also explain the increased confidence in reporting offences to City of London Police. Violence without injury also includes offences such as threats via social media and email.

8. The 24 hour night tube commenced in September 2016. This would have allowed more persons to enter the City and exit at a later time, particularly around the Christmas period. This could have influenced reporting around violent crimes. However, this is difficult to verify without further analysis. Ongoing work around the Night Time Economy will help improve our understanding of these issues.

9. Another area of work that commenced in 2016/17 was improving the capturing of incidents from A&E departments and ambulance call data. This is progressing via the integrated Information Sharing to Tackle Violence (ISTV) programme.

10. In early 2017 the City enhanced its strategic response to violence against the person through the consultation process and subsequent development of the City's Violence against Women and Girls (VAWG) Strategy, with an action plan to deliver the following priorities:

- Access to support
- Raising awareness of ending VAWG
- Ending harmful practice
- Holding perpetrators to account

- Responding to trafficking, prostitution and sexual exploitation
- Addressing harmful attitudes and behaviour at an early age
- Understanding and responding to the health impact of VAWG
- Improving women's safety on public transport
- Learning from Domestic Violence Homicide Reviews and specialist service providers

11. The Community Safety Team also continued to work with partners in delivering training to relevant Corporation staff to provide them with the knowledge to safeguard vulnerable victims in the City.

12. The City Community MARAC continued to progress and embed its function in protecting vulnerable residents in the City through risk assessment sessions with City Estates. The sessions took managers through the CCM process, promoting the value of partnership working and information sharing to reduce harm and provide effective support to our residents

Night Time Economy Crime and Nuisance

9 The number of new licences to provide alcohol continued to increase, as did the number of premises paying the Late-Night Levy, with the Licensing Team carrying out more inspections to ensure licence conditions are being adhered to. The Police Licensing Team has been very proactive in promoting good governance within the licensed premise community and the night time economy. The number of warning letters issued increased although the majority of these were for minor indiscretions.

10. The Licensing Risk Scheme has been enhanced and captures data from the Police, Environmental Health, the Fire Service and the Licencing Team. Potential problem premises are detected before they become a problem which has resulted in the City having one of the lowest number of premises reviews in London. It is hoped to extend the scheme and capture incidents from A&E departments and ambulance calls.

11. The Late Night Levy generated significant additional resource to support activity in the Night Time Economy. 70% of this sum has gone to the City Police in order to support activity to maintain law and order in the night time economy. The remaining monies have come to the local authority and during 2016/17 has been spent on:

- Part funding of resources to permit the Licensing Team to continue to operate the Licensing Risk Scheme.
- Addition cleaning crews to attend to those areas most affected by the night time economy.
- Night time enforcement staff who can respond within one hour to calls of public nuisance.
- A pilot project run by Club Soda aiming to show that there are alternative low alcohol and alcohol-free drinks.

12. Over this period the Licensing Policy was re-written to include additional sections on the protection of children, the prevention of public nuisance and information on the Safety Thirst scheme and the Late Night Levy. The Policy is now easier for licence applicants and holders to understand what is expected of them in the City. Equally it is now easier for members of

the public to find out if premises are not complying with the Policy and how they can raise concerns.

Acquisitive Crime

13. Reported incidents of acquisitive crime increased from 3,181 in 2015/16 to 3,541 in 2016/17 with notable increases in vehicle offences (an increase from 109 to 183 reported offences) bicycle theft (275 to 373) shoplifting (678 to 728) and other theft (1,422 to 1,515). Theft of items within licensed premises and retail premises where belongings are left unattended or insecure is the main attributing factor to the upward trend in Other Thefts performance figures.

14. Operation Broadway continued to thrive and remains a priority for City of London Trading Standards (COLTS). Tasking meetings with partners City of London Police, Met Police Service, the National Fraud Intelligence Bureau and the Financial Control Authority have taken place every fortnight and the outputs have been collated in the table below covering 1 April 2016 to 31 March 2017.

	Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar	Total
1. Op Broadway deployments	7	8	22	66	103
2. Disruptions/interventions	6	1	5	1	12
3. Referrals to other agencies for action - e.g. City of London Police, Met. Police, FCA, other TS	3	4	8	20	35
3(a) Investigations resulting from Op Broadway intelligence	0	0	0	19	19
4. Contacts with 'enablers' - e.g. mail forwarding businesses, serviced office providers, banks	2	4	6	8	20
5. Promotional / prevention activity - e.g. publicity campaigns, days of action, attendance at external events, press coverage	3	2	5	4	14
6. Op Offspring Visits (SM)	0	0	29	40	69

15. A fixed-term contract Trading Standards Officer was recruited in October 2016 to work on 'Operation Offspring' which is taking the expertise developed within the City of London on 'Operation Broadway' and sharing it with other London Boroughs. Officers in other London LAs have been shown how they can carry out inspections at mail forwarding businesses and serviced office providers in order to make life difficult for investment fraudsters. This is particularly useful where there is anecdotal evidence to show that 'Operation Broadway' has successfully pushed investment fraud out of the City and into neighbouring local authorities and this work will be continuing into 2017/2018 with feedback from our partners very good.

16. The latest trend in investment fraud has been identified to be the marketing of what are termed 'binary options'. COLTS was instrumental in organising a multi-agency meeting to discuss the problem and a project is due to start in Quarter 1 of 2017/18 to identify addresses in the City that may be involved in such criminal activity.

Drug, Alcohol and Tobacco Control Services

17. In 2016/17 The City of London Corporation spent £783,849 on drug, alcohol and tobacco control services commissioned via Westminster Drug Project (WDP). This activity within the City is promoted as Square Mile Health. During this period, 32 people entered drug or alcohol treatment, with 29 of those completing 12 weeks or more of effective treatment and 6 successful completions.

18. WDP also undertake joint outreach work to rough sleepers with St Mungo's, the City's homeless service provider, providing access to treatment as appropriate. This is proving effective in reaching clients who would not traditionally come in to services, and are unlikely to be in structured treatment.

19. Joint work with the City of London Police continued over the year with WDP having a satellite base located at Bishopsgate Police Station enabling closer working. A substance misuse worker has been providing training to City Police colleagues to support testing on arrest.

20. In addition to treatment, Square Mile Health/WDP have provided prevention and awareness services for both City residents and workers, providing training to employers and employees; offering brief information and advice to people living and working in the City at events, stalls and stands in various locations; and running sessions at the City's libraries.

Anti-Social Behaviour

21. Recorded incidents of ASB increased in 2016/17 over the previous year. This is predominantly due to changes in how incidents were being recorded. More diligent and enhanced recording practices and processes since September 2016 have resulted in higher ASB figures in comparison with previous periods. The nature of ASB incidents recorded for City of London Police has not changed significantly with the most common complaints being Rowdy/Inconsiderate Behaviour and Begging.

22. Following a successful pilot, ParkGuard Ltd were engaged in August 2016 to provide neighbourhood patrols on City of London housing estates, as well as a Guinness Partnership housing scheme within the City and our Open Spaces. The service is intended to provide a visible deterrent, be approachable and to actively engage with the local community.

23. ParkGuard reporting is received by City Police officers and relevant Corporation staff. It helps indicate areas requiring additional intervention and has significantly informed our understanding of the nature of issues faced by residents in the City.

19. While the ParkGuard patrols have confirmed that our estates have relatively low levels of anti-social behaviour they have highlighted areas where we can improve incident reporting and assisted in targeting interventions. Evidence gathered by the patrols has been used to address anti-social behaviour incidents and inform the response to on-going issues on our

estates. For instance, rough sleeping on one City estate is being looked at in conjunction with the City's homelessness team. Resident feedback received has been positive.

20. New technology was introduced to assist officers in providing a robust response to ASB cases. The 'Noise App' was successfully trialled by staff and is due to be implemented shortly. The app allows noise nuisance complaints to be managed by staff more effectively, with complainants using their smart phones or tablets to log complaints and provide evidence (sound recording) directly to officers via the app. The Noise App has been used by other local authorities and registered housing providers with excellent feedback.

21. Issues relating to illegal trading on and around the City's bridges have continued. To combat these problems new options are being examined to allow action against those trading on the margins of the City. Information sharing over the year was supported by the monthly Local Licensing Partnership (LLP) meetings.

Support the Counter Terrorism Strategy through Delivery of the Prevent Strategy

22. Over the last year we continued to support Prevent as part of the Counter Terrorism Strategy. While the City is designated a non-priority area by the Government we have committed a considerable amount of resource to helping deliver Prevent to our communities and staff.

23. This work included the delivery of Workshops Raising Awareness of Prevent to key staff, especially those who directly engage with our communities. Based on our experience over the last two years and feedback from our community partners we also worked on refreshing our Prevent Strategy. This new strategy will provide a fresh focus on supporting City employers in response to an identified need in helping them keep their staff, businesses and the City safe.

David Mackintosh

Head of Community Safety

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Committee(s):	Date(s):
Safer City Partnership	3 November 2017
Subject:	Public
Safer City Partnership Strategy 2017-2020	
Report of:	For Decision
Manager Community Safety	
<p>Summary</p> <p>This report provides members with the opportunity to consider a draft of a new SCP strategy.</p> <p>Last year the SCP produced a one- year strategy, however, as the Partnership becomes more strategic it has been decided that a return to the traditional three-year format, refreshed annually provides a better structure to support work against our priorities. The priorities identified here were agreed at the June meeting.</p> <p>It has become clear that opportunities exist to more closely align the SCPs work with a number of partners. Going forward this strategy will increasingly capture the breadth of work across the Partnership which contributes to community safety outcomes.</p> <p>We would look to provide the first refresh in the first half of 2018.</p> <p>Recommendation</p> <p>The Safer City Partnership is asked:</p> <ol style="list-style-type: none"> 1. to consider the draft strategy. 2. agree the principle of a return to a three-year rolling strategy. 3. Where appropriate begin work towards the 2018 refresh. 	

Main Report

Background

1. Community Safety Partnerships (the Safer City Partnership being the CSP for the City of London) are expected to produce a strategy setting out their ambitions for the coming period (normally for three years but annually refreshed).
2. In recent years work has been undertaken to focus the work of the SCP on areas where it can deliver most value. The SCP is dependent on its partners to deliver

its work, with the Community Safety Team providing a degree of central co-ordination, expertise and support.

3. The attached draft reflects inputs from a number of partners. The process has demonstrated considerable potential for the strategy itself to both better reflect the range of work carried out in the City but also as a mechanism itself able to help support and stimulate partnership work.
4. Previous experience demonstrated the benefit of having a document that could be shared with colleagues who may be unaware of the SCP or community safety work.
5. Agreeing this strategy will enable further work to develop swiftly and lay the basis for an increasingly developed partnership strategy in the years ahead.

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Safer City Partnership Strategic Plan 2017-2018

Our vision: For the City of London to be a safe place to live, work, visit, study and socialise.

We aim to achieve this by making the best possible use of the resources that we, as a partnership, can bring together to meet the challenges the City. We will also be working closely with our communities and other key partners to deliver the vision in this strategy

The strategy highlights opportunities for joint working across the City and reflects the desire of the partnership members to work together. We aim to make the City an even better place to live, work and visit by reducing crime, fear of crime and addressing other areas of community safety such as anti-social behaviour, road safety and cyber-crime.

Over the next year we will be unashamedly ambitious in developing this strategy further by developing our understanding of the issues involved under each of our agreed priorities and looking for ways in which we can as a partnership work together and add value.

This work does not exist in a vacuum and is closely linked to other strategies and plans such as public health and licensing and we will be working to develop these links further. These efforts will help make the partnership more dynamic and aid us in better understanding our communities. We will also be looking at ways to improve our links to those we serve.

This is a three-year strategy that will be refreshed each year in the light of fresh challenges, emerging issues and changing priorities. It will also evolve as our abilities and skills to work together develop and provide fresh opportunities to deliver our services.

Community Safety in the City

For many years the City of London has experienced lower levels of crime, disorder and anti-social behaviour than our neighbouring areas and other comparable cities. This is a reflection of the considerable efforts of the City of London Police, the City of London Corporation and our other local partners. Working together we contribute to maintaining the City as the world's leading financial and business centre as well as being an attractive place for people to live, work, visit, study and socialise. Since its establishment the Safer City Partnership (SCP) has played a key role in reducing crime and other harms. We will continue to build on these strong foundations.

We recognise that the City of London is a dynamic and constantly evolving entity. This is one of its great strengths. As recent events have demonstrated it is also true that the crimes and threats we face also evolve and change. While the City of London remains an area of relatively low crime we are committed to guarding against complacency and are able to adapt and respond to new challenges, ensuring we continue to support and protect the communities we serve.

Vulnerability is an increasingly recognised issue in our work. There is clear national and regional evidence that shows some groups are more at risk than others. Identifying and responding to vulnerability will be cross-cutting themes throughout our work. We will, as a partnership, seek to further identify, understand and address the needs of our most vulnerable and use this to guide our activity going forward.

Who we are:

The Safer City Partnership brings together representatives from both the statutory and non-statutory partners who are able to contribute to the work of keeping the City safe:

The statutory partners are responsible for agreeing the strategic priorities, objectives and targets for the annual partnership plan and for ensuring that targets set out in the plan are delivered.

They are supported in their work by a number of Safer City Associates. Although not statutory partners they are nonetheless an important part of the partnership with considerable expertise and knowledge and make a significant contribution to the delivery of the partnerships objectives and targets.

The Statutory partners are:

- The City of London Corporation
- The City of London Police
- London Fire Brigade
- London Probation Trust
- Clinical Commissioning Group

The Associates are:

- HM Court Service
- British Transport Police
- Transport for London
- City of London Crime Prevention Association
- Business Representation
- Voluntary Sector Representation

The Safer City Partnership is directed by a Strategy Group. The SCP Strategy Group sets the strategic direction for the work of the partnership, including, setting its objectives and targets, and performance manages the partnership through an annual partnership plan. It also, as required, sets up specific working or task and finish groups to advance specific areas of activity.

What the Partnership achieved in 2016-17

During 2016-17 the Safer City Partnership provided an important strategic and collaborative platform to support work that assisted in keeping the City safe and reduced crime. Where specific problems have been identified the SCP has played a significant role in tackling them.

We have delivered a solid programme of work that we will build on over the coming years.

Much of this work will be on –going, looking to build on success and learn from our achievements.

Partnership achievements in the last year included:

- The development of a new Violence Against Women and Girls Strategy to help tackle domestic and sexual violence as well as harmful practice, domestic homicide and exploitation.
- Establishment of a clear pathway for those who experience domestic violence to access appropriate support.
- Directly engaging with residents and City workers to raise awareness of how to avoid being a victim of crime
- Exploring the potential of Alcohol Recovery Centres and other initiatives to reduce the burden of alcohol related incidents on the emergency services
- Expanding the scope of work of Operation Broadway in raising awareness and tackling investment fraud.
- Improving the use of legal powers to tackle nuisance and problems where they affect our residents and businesses.
- Promoting a campaign to help some of our most vulnerable citizens access accommodation and health care
- Delivered a range of public resources to help people stay safe both online and in the street

Our priorities for 2017-2020

There is of course more to do both in building on the work that we have already done, exploring what more we can do as partnership, and in responding to new issues and threats as they emerge.

The Safer City Partnership has worked together to identify the key priorities for the next three years. These have been developed in consultation with our partners and communities and are also informed by the data we hold, national priorities and key documents such as the City of London Police's Strategic Assessment. The priorities also represent areas where a partnership approach can add value. While these are areas of the focus for the coming 3 years we will aim to be flexible and agile in responding to new challenges and problems.

We will also be reviewing what we know about and how we respond to each of these priority areas over the next year. This will include mapping out the nature of the issue, identifying where we as a partnership come into contact with the issues identified, how we respond to them, and the information that we hold as partners. From this we will look at how we can tackle these issues in a more joined up, partnership based way.

We will also be looking to put together a set of indicators for each priority area that will allow us to monitor more closely what is happening under each priority. This data will be drawn from across the partnership and will not just focus on police data.

For the year 2017-2020 we will focus on:

- **Supporting the Counter Terrorism Strategy through delivery of the Prevent Strategy** - to challenge radicalisation of vulnerable people, working closely with our communities and City businesses, to reduce the threat posed to the City.
- **Violence Against the Person** – to protect those who live, work, study or socialise in the City from violent crime, abuse or exploitation.
- **Acquisitive Crime** – working to protect our residents, workers, businesses and visitors from theft and fraud.
- **Night Time Economy Crime and Nuisance** – ensuring the City remains a safe place to socialise and visit.
- **Anti-Social Behaviour** – to respond effectively to problems, keeping the City a pleasant place to live and enjoy.

Our cross cutting themes:

A key aim of the Community Safety Partnership Is to ensure that vulnerability is a strong cross-cutting theme across our community safety priorities We recognise that some individuals are more at risk than others and may also be at risk across several of our priority areas.

. The following areas have been identified as requiring additional research and attention:

- Suicide Prevention
- Violence against Women and Girls (VAWG)
- Sexual Abuse & Child Sexual Exploitation
- Cyber-crime & Fraud (particularly vulnerable groups and the elderly)
- Hate Crime
- Offender management
- Anti-Social Behaviour

In reviewing our priorities over the coming year, we will ensure that issues of vulnerability are fully taken account of in our work.

To underpin the delivery of this strategy we have also produced an implementation plan to guide and help us assess progress toward our objectives. This will set the key actions that we will be taking over the coming year to support our priorities and can be found in appendix 1.

As part of developing the strategy we will also put in place a more robust system of performance monitoring around each of the priorities drawing on key data from across the partnership. This will make use of existing data and will allow us to

identify progress and issues on our priorities monitor changes in the community safety issues and developed further work to address issues.

We will also be improving our analytical capability for this year with a dedicated resource being made available to support the Safer City Partnership. This will significantly improve our understanding of the issues faced in the City and help coordinate our responses to these. The provision of good quality data which indicates periods, locations and groups of particular vulnerability will increasingly inform our campaigns and activity.

Promoting our work, and so improving community collaboration, is also a priority for the coming year and we will develop better links with our residents and business community. This will see us having greater visibility at community events, making use of resources such as our public library and supporting resident and business groups with their regular meetings. We will also improve awareness of how individuals and businesses are able to raise concerns and report issues as well as receive relevant information from the partnership.

Community engagement

Over the course of this year we will be increasingly proactive in terms of engagement with members of the resident and community forums, the City Crime Prevention Association, and other business associations. This will help us better understand the experience of those living and working within the City. We are particularly focussed on responding to concerns and increasing reassurance during periods of heightened tensions or following major incidents

Our residents and business workers are the two main groups the SCP serve. They are also a tremendous resource and we intend to make better use of this this potential over the coming year. Working together and sharing our knowledge and resources we are confident that we can continue to ensure the City remains a world leading place to live, work, study and socialise.

A central part of our work is communication, whether aimed at our communities or our partners. We will continue to improve our webpages and use of new media alongside updating our traditional hard copy resources, such as leaflets and newsletters, which we know are still valued and are good enablers of face to face engagement.

We will improve the ease with which residents and businesses can communicate their concerns and experiences with us both face to face and on-line.

Partnership Development

Understanding how the City of London Corporation and City of London Police can work most effectively will inevitably influence the ways we operate and deliver community safety related services. For example, the establishment of a Joint Contact and Control Room, where all calls from the public, be they about a police or a local authority issue, provides a significant opportunity to deliver co-ordinated responses to crime and anti-social behaviour as well as improving the customer

experience. Work also continues on updating the Ring of Steel to help protect the City.

Over the last year we have focussed on establishing an effective Serious and Organised Crime Group as a sub-group of the Safer City Partnership. This has looked in depth at a variety of topics and will be developing its own priorities for action in 2017-18 and will help ensure that we make best use of the wide range of intelligence alongside the full range of civil and criminal enforcement powers to tackle those who pose a threat to our citizens, communities and businesses. This group will report to the SCP during the latter part of 2017 and its work plan will be included in the next annual strategy.

On-going reviews of how the City of London Corporation and the City of London Police can best work together to serve the needs of the square mile have brought benefits and we remain keen to explore the potential of new approaches. We are committed to making use of the best research, the national and international evidence base and our own experience to inform our campaigns and interventions.

We will also, in the course of revising the priority areas, map out the relationships that we have in each priority area in terms of responsibility, contacts, actions and resources and information held by each group.

We will also develop a delivery group of key officers from across the partnership to oversee work under each of the priority headings to provide momentum and direction and ensure delivery.

Links to other strategies

As part of taking the priorities in this strategy forward we will strengthen the links with other policy areas such as licencing and health and well-being. We will also be working to ensure that community safety issues help inform the development of the corporate plan and other relevant policies.

The City of London

Residents and day-time population

The City of London is best known as a business centre but is also home to nearly 9,000 residents (based on census data). It is a unique demographic area within the United Kingdom. While the residential population numbers are approximately 8,000ⁱ the City is home to 16,000 businesses employing over 383,000 people. This figure is expected to grow to 428,000 by 2026. Due to its iconic attractions, the City of London also welcomes large numbers of visitors daily. With major transport infrastructure improvements including the completion of Crossrail in 2018, these numbers are likely to rise significantly in the coming decade.

The unique attraction of the City has seen businesses flourish. This can be seen in the workforce figures which saw a 20% increase (approximately 80,000) in the years 2008 – 2014. This increase has also seen the City develop beyond the traditional financial services sector, with firms from a wider range of professional, scientific and technical services setting to establishing themselves here. We have also seen a significant increase in our hospitality sector with a rapid growth in hotels and the emergence of a significant night time economy.

The City has 4,390 households and large numbers of people of working age. Compared with Greater London there is a greater proportion of people aged between 25 and 69 and fewer young people aged below 18 years. Only 10 per cent of households have children, compared with around 30 per cent for London and the rest of the country. Average household size is small, and many people (56 per cent) live alone.

The City of London has the sixth highest number of rough sleepers in London, with around 20 sleeping on the streets each night. This group, which is mainly male, are vulnerable to a range of problems including substance misuse, physical and mental illness, crime and premature death.

To help address this considerable effort has been placed in reducing the number of rough sleepers with a reduction from the 2015/16 figure of 440 recorded rough sleepers to 379 in 2016/17. Of these 40% were seen only once.

Crime and Disorder

Crime and disorder remain low in the City compared to our neighbouring boroughs. However, after a number of years where overall crime has fallen last year witnessed a slight increase. This is clearly disappointing and the Safer City Partnership will respond by seeking to maximise the benefits of joint working in preventing crime. However, the increase in the City does need to be set in the context of its growing day time population, its increasing popularity as an entertainment area and the significant growth in its hotel sector. There is no room for complacency but the City of London remains a low crime area where it is safe to live, work, visit and socialise.

The following table is taken from the City of London Police Annual Report 2016-17. The main increase in reported offences has come from victim-based acquisitive crime but there has been a reduction in reported crimes against society.

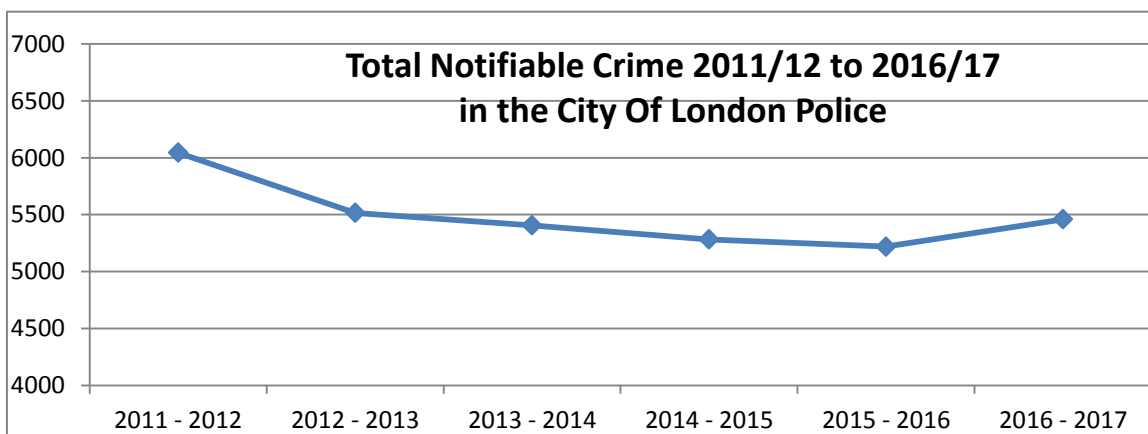
Crime statistics

Crime category	2015/16 (APR 15 - MAR-16)	2016/17 (APR 16 - MAR 17)
Homicide	2	1
Violence with Injury	408	381
Violence without Injury	410	478
Rape	24	10
Other Sexual Offences	67	51
Victim-Based Violence	911	921
Robbery of Buisness Property	1	2
Robbery of Personal Property	40	26
Burglary in a Dwelling	7	24
Burglary - Non Dwelling	226	237
Vehicle Offences	109	183
Theft from the Person	423	466
Bicycle Theft	275	373
Shoplifting	678	726
All Other Theft Offences	1422	1509
Victim-Based Acquisitive	3181	3546
Arson	7	3
Criminal Damage	255	222
Arson and Criminal Damage	262	225
Victim Based Crime	4352	4681
Drug Offences	394	331
Possession of Off Weaps	34	43
Public Order Offences	262	224
Misc Crimes Against Society	178	179
Crimes Against Society	868	777
All Crime	5220	5458

The data we have from the police data refers only to reported crime and is therefore a partial picture of community safety in the City albeit a very important part. Other sources of data for example around noise complaints, anti-social behaviour and

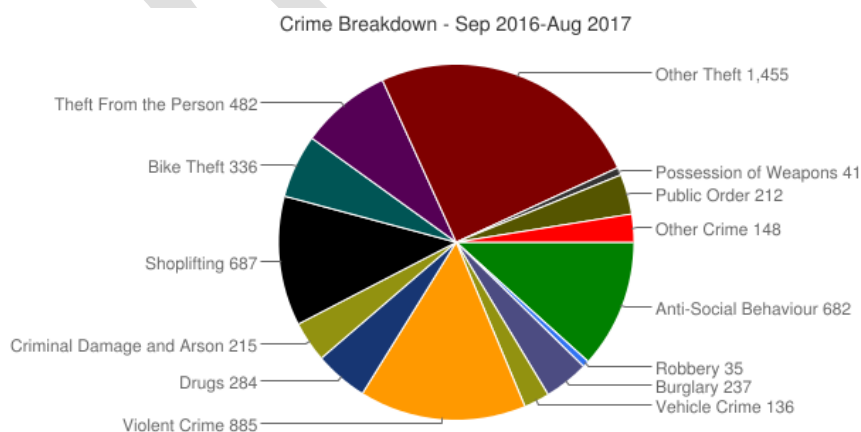
information from our communities will help us build up a more complete picture of what is happening in the City

The following table shows that reported crime has been falling since 2011/12 up until this year as the following table shows

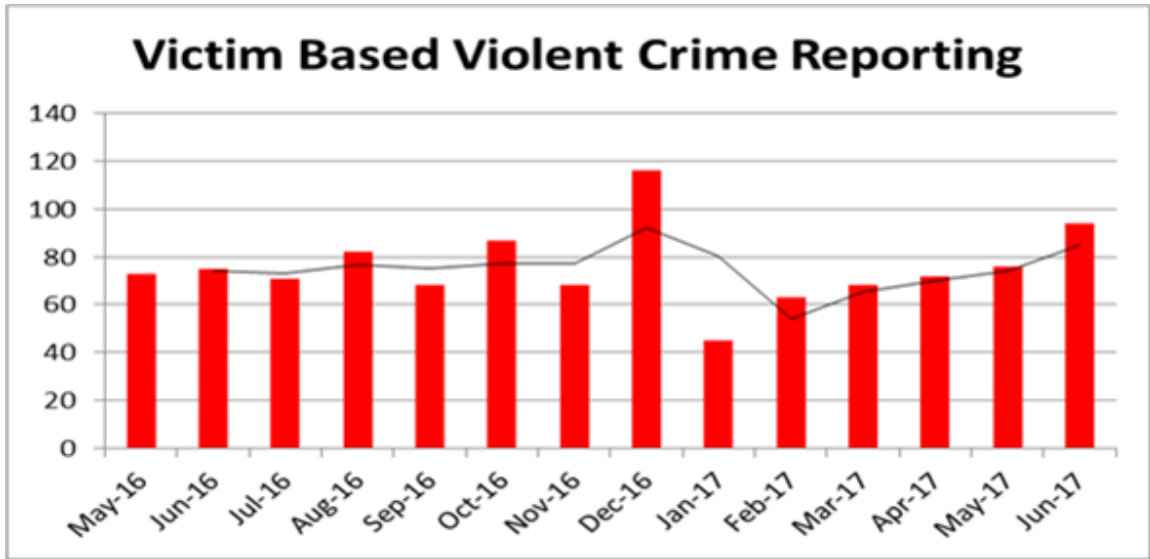


The most recent figures (Apr-Dec 2015) show that acquisitive crime accounts for a significant proportion (62%) of all notifiable crime in the City, with violent crime (17%) and crimes against society (including possession of weapons, drug and public order offences) the third most common crime (16

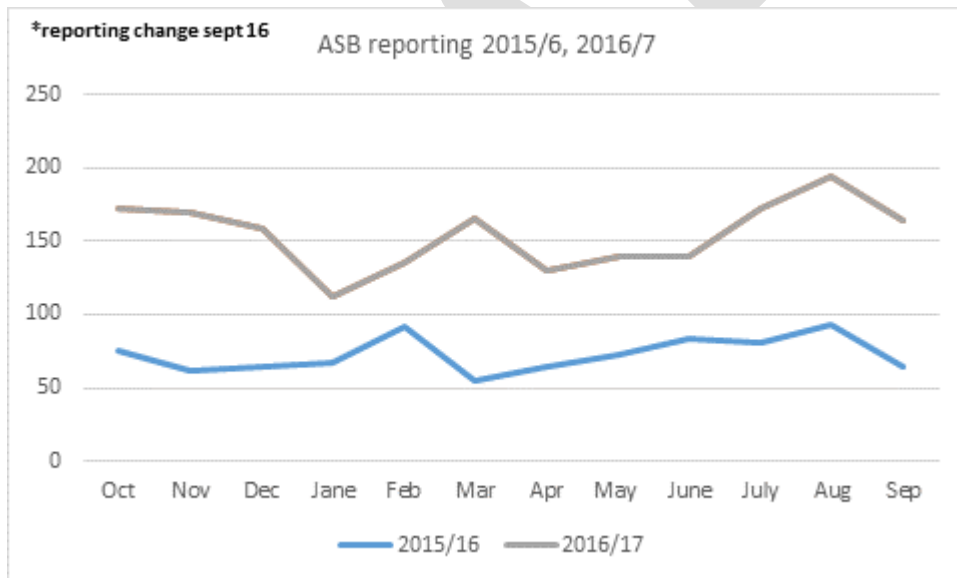
High Level Breakdown of Crime in the City by Type September 2016 – August 2017



Source: City of London Police



Anti-Social Behaviour Reported in the City of London 2015/16 -2016/17



We are aware that not all crime is reported to police and some incidents involve victims who do not want to report for example domestic violence or hate crime. These incidents may come to the attention of other services, for example Accident and Emergency units or voluntary sector providers. Over the coming year we will be looking to ensure that these sources help inform our overall picture of crime in the City.

Of course, not all incidents that affect community safety are crime events.

Noise incidents and other anti-social behaviour may not result in an arrest but still affect people in the City and lead to fear of crime, blighted quality of life and other impacts. And it can also lead to more serious issues

We will over the next year look at the data that is held across the partnership and aim to develop a more complete understanding of the issues that we face and how we can as a partnership more fully address them

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Safer City Partnership Priorities for 2017-20

Priority 1: Supporting the Counter Terrorism Strategy through Delivery of the Prevent Strategy

Objective: To challenge radicalisation of vulnerable people and reduce the threat posed to the City and more closely support our communities

We will continue to deliver Prevent as part of the Counter Terrorism Strategy. Prevent is about safeguarding people and communities from the threat of terrorism. It seeks to protect vulnerable individuals from being drawn into terrorist related activity and also includes work that seeks to reassure communities and disrupt extremist groups. The Counter-Terrorism and Security Act (2015) places a duty on the City of London Corporation and other public bodies to have '*due regard to the need to prevent people from being drawn into terrorism*'.

The National Prevent Strategy outlines three strands to an effective local response.

- Ideology: challenging radical ideology and disrupting the ability of extremist groups to promote it;
- Supporting Vulnerable Victims: building upon existing multi-agency and safeguarding frameworks to identify and support people at risk of radicalisation;
- Working with other sectors: cooperating with those working in education, faith, health, criminal justice and voluntary sector settings to ensure there are no ungoverned spaces in which extremism is allowed to flourish unchallenged.

While the City of London is designated as a non-priority area by the Government we are committed to helping protect our communities. Based on our experience over the last two years, and feedback from our community partners, we have refreshed our Prevent strategy. It sets out in detail our approach and planned activity for the year ahead.

The Prevent strategy will include doing more to support and identify concerns within our resident community as well as supporting City employers. To help extend our reach we will be developing new materials and developing new relationships. Below are some of our headline actions for this coming year.

What we are going to do

Engaging and Supporting City of London Corporation staff to deliver the Prevent duty

We will continue to provide face to face 'Workshops Raising Awareness of Prevent' (WRAP sessions for staff with bespoke sessions provided where appropriate. In addition, we will be launching an e-learning module so that all staff can access WRAP training or refresh their understanding. This will help ensure that there is an accurate understanding of Prevent and its referral process, known as Channel, and how this fits alongside other safeguarding approaches to protect vulnerable residents.

Engaging with our resident community

Building on existing work we will boost understanding and build confidence in how Prevent operates in the City of London. This links strongly to other community engagement work and will also support improvements in how we liaise and support our residents during periods of heightened concern or following major incidents.

This work will involve colleagues in the Community Safety Team, City of London Police as well as the City's Housing Department, our Registered Social Landlord and other agencies.

We will also build on the success of the City of London Police and the Community Safety Team in establishing positive relations with external agencies including the voluntary sector. We shall develop our communications and forums with external agencies such as schools, universities, health providers, community and faith groups to support those at the risk of radicalisation.

We will also improve our connections with key partners such as the City of London Health and Wellbeing Board and City Hackney Children Safeguarding Boards to ensure our work is mutually supportive.

Engage the business community in helping us deliver Prevent

We will be launching a new Prevent training module for City businesses 'Safeguarding in the City: Prevent tragedies' - on 19 September. With the aid of this training product designed specifically for the businesses community, we will be supporting employers in how to train their staff to recognise and refer individuals who show signs of vulnerability and be aware of how those individuals can be supported away from the risks of extremism. We will evaluate the use of this unique business tool in the latter half of 2018.

Priority 2: Violence against the Person

Objective: To protect those who work or visit the City from crimes of violence

Nationally and across Greater London there has been an increase in violent crime. The City has also witnessed a rise in this category of crime and given the harm to victims and the concerns of our communities this has been identified as a priority for the coming year.

Violence against the person covers a wider variety of offences and incidents. The type of incidents covered range from where a victim may have experienced severe physical or mental harm through to those where there is little or no physical injury but could be emotionally or financially harmed.

The specific crime types include sexual violence and exploitation, domestic abuse and violence (including harmful practice such as Female Genital Mutilation, Honour Based Violence and Forced Marriage), violence with and without injury (the latter includes on-line harassment and internet stalking), child sexual exploitation, trafficking and modern slavery and when crime or violence is motivated by hate or prejudice.

Within the City, as in many areas, a significant proportion of our violent offences take place within the context of the Night Time Economy and so activities to tackle this problem also link to that priority area.

What we are going to do:

Improve our understanding of the nature of violent crime within the City by undertaking research and using all available data. This will support evidence based and targeted responses

Working with our partners and external experts we will develop a more comprehensive understanding of the scale and types of violence experienced within the City. For example, not all incidents come to the attention of the police, rather they may come to notice with medical services or be reported to voluntary sector bodies. Therefore, we will continue to work with our local Community and Voluntary Sector services and make best use of resources such as the London wide Information Sharing to Tackle Violence project to ensure we have the best possible understanding of the real nature of violent crime within the City. Previous work has provided a good insight into the scope of violence associated with the Night Time Economy and excessive alcohol consumption. While there remain areas for improvement we are also committed to building up a stronger intelligence picture around other areas, including human trafficking and modern slavery, Child Sexual Exploitation, sexual violence, domestic abuse and vulnerable people. We will use this information to ensure we have appropriate resources and procedures in place and to help inform improved communications with residents, business workers and visitors.

Increase understanding of the issues around domestic abuse and how to access help and support

We will provide training for our partners and City employers to increase awareness of domestic abuse. This will include guidance on how incidents should be handled while also promoting what services are available to help those experiencing domestic abuse. Evidence demonstrates that improved response of domestic abuse cases can significantly reduce risk to individuals and reduce attrition of cases going to court.

Train City of London Corporation front line staff in risk assessment and safety planning for domestic abuse

Use specialist trainers to ensure City of London staff who come into regular contact with our communities understand the principles and application of risk assessment and safety planning, in the context of domestic abuse, stalking and harassment.

Support pan-London action to reduce knife crime

We will work closely with the Metropolitan Police and British Transport Police on high visibility operations to deter and detect those carrying knives. Systems will be put in place making it easier for those working in cleansing, housing or security to report knife or weapon finds in a way which will promote an effective response and build our intelligence profile.

Engage with those working and living in the City to raise awareness of abusive behaviour and promote the range of services available to support victims

This will be a central part of our new communication approach and will see us make improved use of our web presence and social media as well as making use of traditional media. We will also work with colleagues to utilise existing communication channels, such as residents' newsletters. Building on the success of the 'Party People' and 'Eat, Drink and Be Safe' campaigns we shall advise people on how to reduce their vulnerability and risk when out socialising, for example by only using licensed taxis. The Partnership will run public engagement activities to raise awareness on abusive behaviour, avoiding perpetrating violent crime and the support services to help people who are hurt in the City.

Strengthen understanding and responses to domestic abuse and sexual violence

We will be embedding third party reporting mechanisms for people who experience domestic abuse or sexual violence to help ensure we can more accurately assess the number of victims and provide appropriate services.

Across key departments, such as Housing, we will ensure staff who witness or have concerns around domestic abuse or sexual violence are aware of reporting processes. Towards the end of 2017 we will also be developing materials which raise awareness of domestic and sexual abuse alongside Honour Based Violence, Female Genital Mutilation and Forced Marriage.

There will also be a directory placed on the City website and available in print form of all related services.

Engage with our communities and raise awareness of hate crime, how to report it and how to support people experiencing hate incidents

We will be working internally and externally to raise awareness of hate crime. We will be supporting national campaigns such as National Hate Crime Awareness Week engaging with local residents and workers to stand together against hate crime.

We will be producing materials to tell people how to report it and what to do if faced with incidents of hate crime. Training will be given to internally on how to report hate crime.

Priority 3: Acquisitive Crime

Objective: we will work to protect our residents, workers, businesses and visitors from theft and fraud

Acquisitive crime is another area where the threat is always evolving. Cyber enabled/on-line fraud is now a very major risk to our residents and our business community. While the City of London Police provides national leadership in this area we are also working to ensure that those within the square mile are equipped to limit the risk this type of crime poses. There are also issues around street robbery, often involving newer model mobile phones.

A significant problem in the City is the theft of bags, phones, computers and other belongings from cafes, restaurants and bars. This clearly links to our increasingly popular Night Time Economy and activity will overlap with that priority area as well as Violence Against the Person (where force or the threat of force is involved). We are also aware that while there have been some notable successes around bicycle theft and motorbike security these are areas requiring ongoing activity.

What we are going to do

Protecting our residents, City workers and businesses from on-line fraud

We have developed materials to help protect our residents from fraud including cyber enabled threats. We will be developing materials, and utilising our webpages and print literature, to help inform different City communities on how they can protect themselves from on-line fraud. We will also be providing training for front line staff (those who work with vulnerable residents and other groups) to ensure they understand the risks and how to report concerns around such crimes.

Objective: Helping protect the City of London's reputation as the world's leading financial centre from the impact of acquisitive crime

Criminals engaged in fraudulent investment businesses target older and vulnerable consumers across the United Kingdom and encourage them to invest money in products that are overpriced, fail to exist or simply fail to deliver the returns that are promised.

Often, to give fraudulent investment schemes some credibility, the criminals behind them try and associate themselves with the City of London through the use of prestigious City addresses in their literature or on their websites. Operation Broadway is an initiative that has been running since summer 2014 and brings together a number of partners to respond to this challenge.

What we going to do

The Operation Broadway initiative continues to be an import response in helping challenge this type of offending. The additional staffing resource made available has allowed for greater co-operation with colleagues across Greater London. We will

continue this work and look to identify particular businesses, for example those involved in mail forwarding who can benefit from support in developing compliance procedures

Utilise various events and forums to provide advice and guidance on how to prevent acquisitive crime from taking place

We will look to use a wide range of planned and one-off events to meet with our communities. Our libraries and other community settings provide an environment where we can engage with individuals and raise awareness and provide advice.

We will also look to use opportunities in new locations, for example working The Post Office to engage with those who work in the City. This will be in addition to well established activity such as bike frame marking and material to help reduce bag thefts. We will also work to maximise the benefits of working with our business community, for example via the City's Crime Prevention Association and local forums.

Help promote the City as a safe place to cycle.

More and more individuals cycle through the City. Developments like the new Bank junction will encourage this growth. We will continue to support our Road Safety colleagues by promoting personal safety advice around cycling alongside improved locking, the use of interior bike bays and secure bike racks.

We will target areas, such as gyms, which have been targeted by thieves. In addition, we will work to ensure the security aspects of cycling are considered in future planning and development processes.

Work to reduce the theft of motorbikes and scooters

We will continue to carefully monitor this situation and support riders, businesses and other partners to improve security around motorbikes and scooters. The use of stolen scooters to enable theft is a matter of concern and we will work with neighbouring boroughs and London partners to develop more effective responses.

Raising awareness of associated risks of cyber enable crime through City of London Police

City of London Police are the National Policing Lead for Economic Crime due to the nature of the City. The Partnership is therefore committed to helping aid the City of London Police in addressing the challenges of cyber-enabled crime in the City and protecting our residents and businesses.

We will be undertaking public facing work to highlight common and emerging scams. This will have a focus on our more vulnerable residents but we will also look to protect our growing student population.

Reduce acquisitive crime within the night time economy over Christmas and other peak periods

We will work closely with City of London Police and Licensing colleagues to closely monitor venues experiencing significant problems within their premises. Support will be offered to premises and their clients, including public facing materials and providing bag hangers. There will also be specific operations targeting suspected perpetrators.

Our Christmas campaign will combine advice to the public about looking after themselves and their property. This will provide an opportunity to work closely with public health colleagues and others. We will also be utilising a new analysis tool to better target our messages.

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Priority 4: Night Time Economy Crime and Nuisance

Objective: To ensure the City remains a safe place to socialise

The City's night time economy is growing fast and this comes with benefits those who live, study, socialise and visit, coupled with challenges for community safety.

Last year, Transport for London opened the Night Tube making the City more accessible as a destination in its own right. The City has a reputation as a safe place to socialise and one of the roles of the Safer City Partnership services is to make sure people are safe in the Night Time Economy and supported with a robust multiagency response if safety is challenged.

Higher numbers of people enjoying the City can attract those who want to commit criminal activity and may prey on people who may be vulnerable or unaware that they or their belongings are at risk. Raising awareness through multiagency prevention campaigns will help people to develop an understanding of how to look after their belongings, themselves and their friends when socialising in the City.

What we are going to do

Work to understand the nature and scope of the City's Night Time Economy and its associated problems

The Night Time Economy is a complex area and includes a wide range of differing activities and venues. These present different risks and opportunities for crime and nuisance.

Over this year we will map the City's Night Time Economy policy area to help provide a picture of the numbers of people coming into the City, the type of venues they visit and the risk profiles associated with these areas. This would include looking at the issues such as violent crime which, in association with the Night Time Economy, increased over the last year. Additionally, we will understand more about substance misuse and the supply of drugs in the City. We will continue our innovative work around identifying the type of substance misuse we see in the City and looking at the Serious and Organised Crime groups involved in their supply.

We will also look at the impact of the changes in the Night Time Economy on the City and its residents. We will continue to support venues in tackling drug use within their premises and, through scientific analysis, ensure we have an accurate understanding of the drugs being used.

Promote the Safety Thirst scheme to more premises and maximise its potential as a vehicle to promote community safety.

Safety Thirst is the City's well-established scheme to promote excellence within the licensed trade. Premises who apply to the scheme are evaluated against robust criteria and those who have shown a commitment to reducing crime and antisocial behaviour, whilst helping to ensure a safe and pleasant environment for people to

socialise in, are awarded a Safety Thirst certificate. For this year the aim is to engage and involve up to 80 premises.

Develop new approaches to address problems associated with our Night Time Economy during periods of peak demand

We will explore the potential of Alcohol Recovery Centres and other initiatives to protect vulnerable individuals and in doing so seek to reduce the demands placed on Emergency Services.

Building on the success of previous seasonal campaigns we will also provide those working within the City with advice to help them avoid harm (including being a victim of crime) when socialising in the City.

This year we will be utilising the partnership approaches promoted by the Modern Crime Prevention Strategy to work more closely with Public Health colleagues and others to reduce violence and other offences linked to alcohol consumption. This will include measures to help improve safety in crowded places.

The City of London Corporation's Statement of Licensing Policy will require all new applications to include a noise management plan and an effective dispersal policy to help prevent nuisance and Anti-Social Behaviour.

Priority 5: Anti-Social Behaviour

Objective: Respond effectively to behaviour that makes the City a less pleasant place

Anti-Social Behaviour (ASB) is a concern to both our residents and those who work in, or visit, the City.

The response that we give in the City towards ASB comes from the City of London Police and different Corporation departments.

City of London Police take the lead on reducing begging through Operation Fennel and use a problem-solving methodology to respond to problematic rough sleepers through Operation Acton. Corporation departments, such as Markets and Consumer Protection and Build Environment, looks at issues arising from licensed premises, noise and inconsiderate road use.

The Community Safety Team also coordinates a response towards the most vulnerable or high-risk cases. Using a multi-agency approach, partners are encouraged to share information about individuals, locations and impacts to create a clear picture of what is needed to safeguard vulnerable people and reduce offending.

What we are going to do

Improve the management of ASB with a greater emphasis on impact of individuals and communities and reduce risk and harm

The City Community Multi Agency Risk Assessment Conference (CCM) approach developed by the Community Safety Team last year has led to new ways of working. It has proved effective in helping resolve a number of persistent problems and also provided a vehicle to manage high risk individuals.

Provision of training for all agencies participating in the CCM has enabled a greater understanding of its principles and mechanisms. Next year more specific training will be available looking in more detail at areas such as risk assessments, safeguarding legislation and court proceedings.

Ensure injunctions and other enforcement powers are used in appropriate cases

The Community Safety Team will continue to support different agencies using injunctions and other enforcement powers. Last year the Community Safety Team supported the Housing Department to instruct its first injunction and we will carry on supporting other departments through legal processes and using enforcement powers where necessary.

Action will continue to support against persistent begging ensuring those individuals in need are offered support to address any underlying issues.

Rough sleepers in the City will be supported into secure accommodation, alongside outreach activities to tackle substance misuse and mental health issues.

Engage with our communities to raise awareness of services available and the legal obligations of different partners tackling ASB

Materials will be produced to raise awareness of services available for people experiencing ASB as well on how to report it

Information will be provided on the Corporation's legal obligations, as well as the Police and other partners, on tackling ASB and the legal tools and powers available. A focus will be on providing our communities with knowledge to allow everyone the opportunity to access support if they are a victim or witness to ASB.

Provide training on existing and new legislations and trends to all relevant staff and partners

The Partnership will continue to provide refreshment seminars on existing and new legislation to all partners, to help them to successfully carry out their duties. Over recent years there have been many changes in the law as well as developing experience in the use of various powers and remedies.

We will work to ensure that relevant Corporation, City Police and other colleagues are aware of emerging problems and the appropriate responses to deal with these. There will be specific work undertaken on how to identify those who may be vulnerable or risk of harm or exploitation.

Useful Information

Modern Crime Prevention Strategy (Home Office):

www.gov.uk/government/publications/modern-crime-prevention-strategy

Prevent Duty (Home Office): www.gov.uk/government/publications/prevent-duty-guidance

Serious and Organised Crime: www.gov.uk/government/collections/serious-and-organised-crime-strategy

Tackling & Preventing Female Genital Mutilation (FGM) - City and Hackney Strategy 2016 -2019: www.chscb.org.uk/wp-content/uploads/2016/02/FGM-strategy21.pdf

City of London Homelessness Strategy: www.cityoflondon.gov.uk/services/housing-and-council-tax/homeless-risk/Documents/homelessness-strategy-city-of-london-2014-2019.pdf

CHSAB Annual Report 2016 – 2017

People should be able to live a life free from harm in communities that are intolerant of abuse, work together to prevent abuse and know what to do when it happens





London Ambulance Service
NHS Trust



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Message from the Independent Chair



I am very pleased to introduce the Annual Report for the City and Hackney Safeguarding Adults Board 2016/17. As the Independent Chair of the Board, I continue to be very grateful to all partners for their contributions to the Board, and their ongoing support. The partnership has continued to grow and develop, as reflected in this annual report.

We have been looking at the patterns in safeguarding activity to inform our priorities for improvement. We have looked at cases where people have died and Safeguarding Adults Reviews were undertaken to understand what happened. We want to learn from these terrible circumstances how we can work together to improve processes, systems and practice and therefore the better support and protect people who may experience abuse or neglect (see page 23).

We continue to work on raising awareness of safeguarding in City and Hackney's communities, which is so fundamental to ensuring people can protect themselves and seek help and support when needed. We continue to address the newer areas of safeguarding activity, included in the Care Act 2014, for example how we can support children and adults who might be victims of modern slavery.

This annual report is important because it shows what the Board aimed to achieve during 2016/17 and what we have been able to achieve. It shows that we have an ambitious agenda on behalf of the residents of City and Hackney. Most of the tasks were completed during the year, which shows how we are progressing. The annual report provides a picture of who is safeguarded in City and Hackney, in what circumstances and why. This helps us to know what we should be focussing on for the future. It includes the Delivery Plan for 2017/18, which says what we want to achieve during the next year. In particular I am mindful that the joint work on fire safety and vulnerable adults started with the learning from Safeguarding Adults Reviews, will be expanded in the light of recent horrific events at Grenfell Tower.

I am very mindful of the pressures on partners in terms of resources and capacity, so want to thank all partners and those who have engaged in the work of the Board, for their considerable time and effort. In this context, we understand the absence of a contribution to this annual report from the London Fire Brigade, who continue to be committed partners of the Board.

I know that there is a great deal that we need to do and want to do to reduce the risks of abuse and neglect in our communities and support people who

are most vulnerable to these risks. This is a journey that we are all making together, and I look forward to chairing the partnership in the next year to continue this journey.

**Dr Adi Cooper OBE,
Independent Chair City and
Hackney Safeguarding Adults Board**

City & Hackney Safeguarding Adults Board (CHSAB)

Who Are We?

The City & Hackney Safeguarding Adults Board (CHSAB) is the statutory board for the City and Hackney and is a partnership of statutory and non-statutory organisations, representing health, care and support providers and the people who use those services across the City of London and the London Borough of Hackney.

The work of the Board is driven by its vision, that in the City and Hackney:

People should be able to live a life free from harm in communities that are intolerant of abuse, work together to prevent abuse and know what to do when it happens

The main objective for the Board, to achieve this vision, is to assure itself that effective local adult safeguarding arrangements are in place and that all partners act to help and protect people with care and support needs in the City and Hackney.

The CHSAB has three core duties under the Care Act 2014 that it must fulfil in achieving its main objective:

- Develop and publish a Strategic Plan setting out how it will meet its objective and how its partners will contribute to this;
- Publish an Annual Report detailing how effective their work has been; and
- Commission Safeguarding Adults Reviews (SARS) for any cases that meet the criteria for these reviews.

This Annual Report sets out:

- How effective the CHSAB has been over the 2016/17 year;
- What we have accomplished in relation to the Boards Strategic Plan for 2016/17;
- The Boards Strategic plan for 2017/18;
- Details of the SARS that the board has commissioned; and

How its partners have contributed to the work of the Board to promote effective adult safeguarding.

Our Principles

Public consultation, undertaken during 2015/16, agreed that four principles should underpin our 5-year strategy. These principles are:

- + All of our learning will be shared**
- + We will promote a fair and open culture**
- + We will understand the complexity of local safeguarding needs**
- + The skill base of our staff will be continuously improving**

Governance

The CHSAB partnership consists of representation from:

- **City of London Corporation**
- **London Borough of Hackney**
- **City and Hackney Clinical Commissioning Group**
- **East London NHS Foundation Trust**
- **Homerton University Hospital NHS Foundation Trust**
- **City & Hackney Older People Reference Group**
- **Metropolitan Police Service (Hackney)**
- **London Fire Brigade**
- **London Ambulance Service**
- **Care Quality Commission**
- **Barts Health NHS Trust**
- **National Probation Service**
- **Housing Providers**
- **City of London Healthwatch**
- **Hackney Healthwatch**
- **City of London Police**
- **Hackney CVS**

Dr Adi Cooper was the independent chair of the Board during 2016-2017.

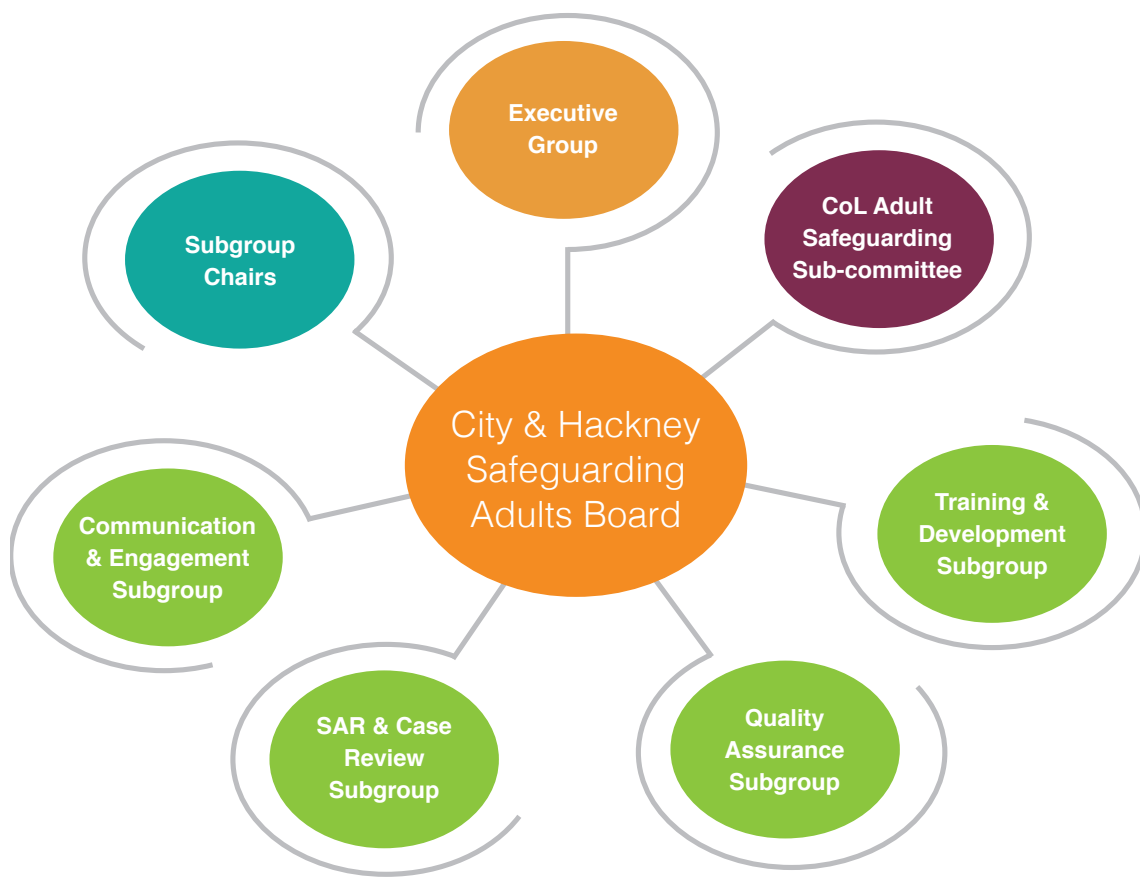
The full CHSAB partnership meets quarterly, and arranges extra meetings when required

The CHSAB Executive Group supports the work of the CHSAB. This Group consists of senior managers from some of the key partner agencies of the Board. The Executive Group meets regularly in between the full CHSAB's quarterly sessions and is also chaired by Dr Cooper. It serves as a link between the sub groups and the Board to support the CHSAB to run effectively.

The City of London Adult Safeguarding Sub-Committee consists specifically of agencies working in the Square Mile. The Sub-Committee provides a clear recognition of and focus on safeguarding arrangements in the City, enables communication with the full CHSAB and is a means of developing a City-focused adult safeguarding in line with the CHSAB’s priorities. Dr Cooper who is the chair of the CHSAB also chairs this Sub-Committee.

The CHSAB has established a number of multi-agency subgroups to help it deliver on its objective and annual priorities. These are considered in more detail the ‘2016-2017 - What We Have Done’ section below.

Our overall structure is illustrated below:



Our Strategic Links

The CHSAB has links with partnerships and boards also working with communities in the City of London and Hackney, including: the City and Hackney Children’s Safeguarding Board, Community Safety Partnerships; and Health and Wellbeing Boards. We have continued to develop our relationships with these local strategic bodies. This enables the Board to help ensure that local arrangements are working to support people with care and support needs who experience, or are at risk of, abuse and neglect.

Financial Arrangements

This year the CHSAB received total contributions of £164,138 from partners as listed below.

Income Received from Partners:	£
City of London Corporation	(25,000)
East London NHS Foundation Trust	(25,000)
Homerton University Hospital	(12,000)
NHS City and Hackney CCG	(11,750)
Metropolitan Police Authority	(5,000)
Barts and London NHS Trust	(5,000)
City of London Police	(3,000)
London Fire Brigade	(500)
City of London Corporation (FB)	(500)
LB Hackney	(76,388)
CHSAB Underspend 2015/16	(103,500)
Total Income:	(267,638)

CHSAB Expenditure:	£
Staff Related	97,444
External Training	12,677
Independent Chair	14,300
Misc. Expenditure	39,717
Other Planned	-
Total Expenditure	164,138
Net Position	(103,500)

Other partners were not able to make financial contributions but they have contributed with their time and commitment to the Board's work and by providing access to resources such as meeting venues, conferences, etc.

This year, the budget balanced with outgoings met by contributions. The Budget retains a reserve (including an underspend carried over from 2015/16).

Work of the CHSAB 2016/17

The CHSAB held four meetings and a development day during 2016/17. The development day focused on 'scamming'. It convened two additional meetings to consider the findings of two Safeguarding Adult Reviews (SARs) that had been commissioned in the previous years. It had a workshop to align its priorities with Making Safeguarding Personal (MSP) and the principles for safeguarding within the Care Act 2014, and a reflective session on what it achieved during the previous year, to inform its current priorities.

During this year:

- Following the presentation by Detective Inspector Phil Brewer on Modern Slavery in the previous year, each partner identified a lead for Modern Slavery. A policy was adopted which provided guidance on how to work with child and adult victims.
- Arising from findings from a SAR, the 'self-neglect policy' was reviewed and improved. Included in this review was the review of the Community MARAC, which included recommendations to redefine it as a 'High risk panel' to avoid confusion with domestic abuse, and to lower the threshold for referral, in line with the principle of prevention of abuse and neglect. A multi-agency file audit was instigated, which focused on the theme of self-neglect, and priorities for improvement identified by SARs.
- In response to the findings of a SAR, the CHSAB commissioned a report and best practice guide for supported housing service providers on sexuality, consent and sexual relations when working with older people.
- An escalation protocol was produced to provide a process for partner agencies to resolve, or escalate for resolution, professional disagreements regarding the actions, inactions or decisions of another partner agency in exercising its responsibilities.
- To prevent cases that would be appropriate for consideration under the SAR protocol from slipping through the net and improve understanding, a referral process was agreed, circulated in all agencies and disseminated to staff.
- The CHSAB funded an assurance tool for grant giving services to ensure that the organisations that they fund have suitable adult safeguarding policies and procedures, and a toolkit to support voluntary organisations to develop safeguarding policies. Safeguarding awareness training was made available to the voluntary sector. The Board has recognised the need to identify and support safeguarding champions in the voluntary sector.
- The CHSAB funded training to build staff competence and to increase

knowledge in particular areas of practice to prevent recurrence of issues identified in the SARs.

- The collection and presentation of appropriate data on safeguarding activity and trends were reviewed and revised to inform the CHSAB works.
- In line with good practice stipulated in the Care Act 2014 and further amplified in the Multi Agency Pan London Policy and Procedures, a representative of local Housing organisations was invited to join the CHSAB.
- In response to the absence of representation from the Care and Support services on the Board, as identified by this group themselves, members of the adult social care Provider Forum elected a representative to join the CHSAB.
- Partners of the CHSAB and the Chair have visited community groups to engage with the wider community on safeguarding issues. It has agreed a SAR communication strategy and is working on a model for user engagement.

Self-Audits

Partners of the CHSAB completed an audit of their organisations effectiveness in keeping people safe. They were candid in their self-appraisal and identified some good practice and improvements they needed to make. They demonstrated their commitment to the CHSAB and this is key to affecting change and improving safeguarding activities in the partner organisations. These organisational self-audits were used to inform the priorities for the Strategic Plan for 2017/18.

Joint Working

The Board is supported to have an overarching view of risk across the different areas through Adult Social Care attendance at Multiagency Risk Assessment Conference (MARAC), Multiagency Public Protection Arrangements (MAPPA), Violence against Women and Girls (VAWG) and the Anti-social Behaviour Risk Assessment Panel.

The Community MARAC in the City of London has adult social care representation and the Head of Safeguarding Adults chairs the multiagency High Risk Panel in Hackney.

A representative from Children's services attends the CHSAB. In 2017-18 this arrangement will be reciprocal. The Board was made aware of the 'Think Family approach and a briefing has been circulated to be disseminated to all staff to enable staff to work holistically.

The Board has been working with the Community Safety Partnership on the PREVENT agenda.

Continuous Development

This year the roles and composition of the CHSAB subgroups were consolidated to ensure that they continue to support the work of the Board and deliver on its annual strategic plan. Each subgroup reviewed its Terms of Reference in line with CHSAB's strategic priorities. The subgroups benefit from multi-agency representation, with

Subgroups

This year the roles and composition of the CHSAB subgroups were consolidated to ensure that they continue to support the work of the Board and deliver on its annual strategic plan. Each subgroup reviewed its Terms of Reference in line with CHSAB's strategic priorities. The subgroups benefit from multi-agency representation, with staff from statutory and non-statutory agencies attending and contributing to the work.

Communication & Engagement

The Communication & Engagement subgroup was tasked with the responsibility to devise a plan to engage with the wider community, community groups and users, in order to raise awareness of safeguarding adults and communicate their views to the Board. The group is in the process of producing a User Engagement Protocol that will identify the best way to ensure peoples' views are heard.

From reaching into the community and 'hard to reach' groups, the sub-group has identified that there is a need to further raise awareness and maintain safeguarding on the communities' agenda. It has proposed the training of safeguarding champions in local community groups, which is being explored. The group also devised a SAR Communication Strategy that has been ratified by the Board. It is overseeing the development of a website for the CHSAB.

Quality Assurance

The Quality Assurance subgroup role is to ensure that appropriate and timely quantitative data and qualitative information is available to the Board to consider and respond to where necessary. The core data includes: 1) The location of abuse; 2) groups more susceptible to abuse; 3) types of abuse; 4) timeliness of interventions by professionals; and 5) users satisfaction with interventions (MSP). This enables the Board to be informed of local adult safeguarding activity, trends and patterns that the intelligence may highlight, in order to effect early intervention or to prevent risk. As a result, during 2016/17, the City of London focussed on promoting awareness about financial abuse. Further development in data collection and presentation is expected to provide a comprehensive dashboard that has all safeguarding activity in Hackney and the City of London in one place. Activity captured is based on statutory data collection requirements, priority areas of learning from SARs, and includes data from partner organisations. The dashboard will be available to relevant

partners to access and will have up to date data at the point of logging in. The group was also tasked with creating a mechanism to assess the impact from learning from SARs on improving safeguarding practice, which it is developing. A multi-agency case file audit has commenced which will track cases through the safeguarding processes to assess practice against the themes of Making Safeguarding Personal, mental capacity, risk assessment and information sharing, focussing on self-neglect.

Training & Development

The Training & Development subgroup is responsible to ensure that people who work to safeguard people have the knowledge and expertise commensurate with the role they perform. It recognises that each statutory partner is guided by its own training requirements in relation to safeguarding adults, and that commissioned services are required as part of their contract to provide safeguarding training to its staff. It fills the gap to provide training that stems from the strategic priorities of the CHSAB, and to improve practice in relation to findings from SARs. This year it provided training on the following topics:

Safeguarding Adults: coercion and Emotional cbuse	Mental Capacity Assessment (MCA)
Safeguarding Adults: domestic violence	Deprivation of liberty safeguards (DoLS) awareness
Safeguarding Adults: modern slavery	MCA/DoLS/Safeguarding Adults for Managers
Safeguarding Adults: self neglect and hoarding	MCA/DoLS/Safeguarding Adults for staff
Safeguarding Adults Leads: non-statutory	SAR: Positive risk taking and Risk Management
SAM Training	SAR Models and Methodology
Safeguarding enquiries	

The group has submitted a request to the Board to develop competency standards for training and a training evaluation framework, which are being explored. It is also tasked with producing supervision standards regarding adult safeguarding. It has agreed to carry out an evaluation of training including content, quality, relevance and delivery, using a ‘mystery shopper’ process.

SAR & Case Review

The SAR & Case Review subgroup is the primary mechanism by which the CHSAB exercises its statutory duty to arrange a SAR when someone with care and support needs within its locality dies, as a result of abuse or neglect, whether known or suspected, and there is a concern that partner agencies could have worked more effectively together to protect the person. The subgroup is well established and during the course of the year has considered a number of SAR referrals and overseen several Reviews. The subgroup makes recommendations to the CHSAB Chair on when a statutory Review is required and when an alternative approach to identify learning is appropriate. The subgroup will monitor and report to the CHSAB on the development and implementation of multi-agency action plans that may flow from SARs to ensure that the learning from the Reviews has a meaningful and lasting impact on how services work with adults with care and support needs. This year it also was responsible for creating a protocol so that understanding of referrals for SARs was increased amongst frontline staff.

City of London Adult Safeguarding Committee

In line with the City of London's Safeguarding Adults strategic plan, work has been undertaken by the City of London Financial Abuse Task and Finish Group. A Data sharing agreement is being drawn up with key partners and stakeholders, including the police, trading standards, housing and commissioned advice service. Work has also been done on social isolation, which has been reported to the subgroup.

City of London is represented on all SAB sub groups, with the Assistant Director chairing the SAR sub group of the Board. A new performance digest including key safeguarding performance indicators will be fully reportable in 2017-2018, due to the recent appointment of a performance strategist.

Supporting the CHSAB

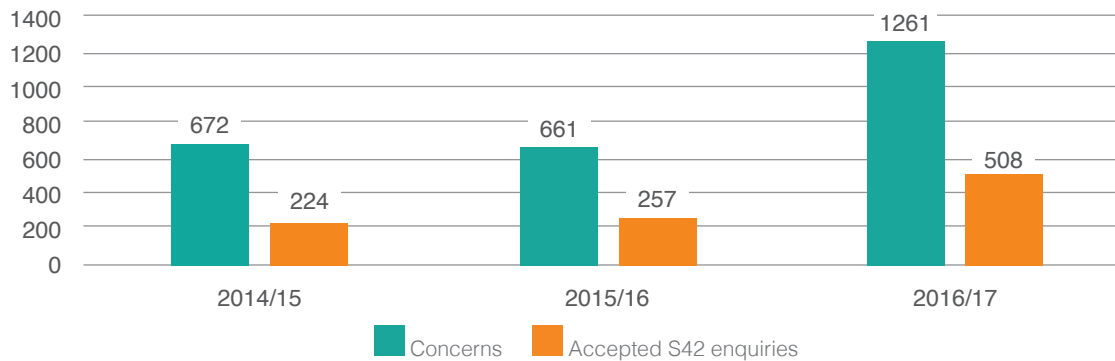
The CHSAB Business Support Team comprising of a full-time Board Manager and a full-time Business Support Officer has supported the work of the Board, ensuring that the business of the Board is managed in a timely and efficient manner.

Safeguarding Data

The safeguarding data for the year 2016-2017 is presented separately for the two authorities. City of London and Hackney submit annual statutory returns on safeguarding activity, known as the Safeguarding Adults Collection, and this is included in the data below.

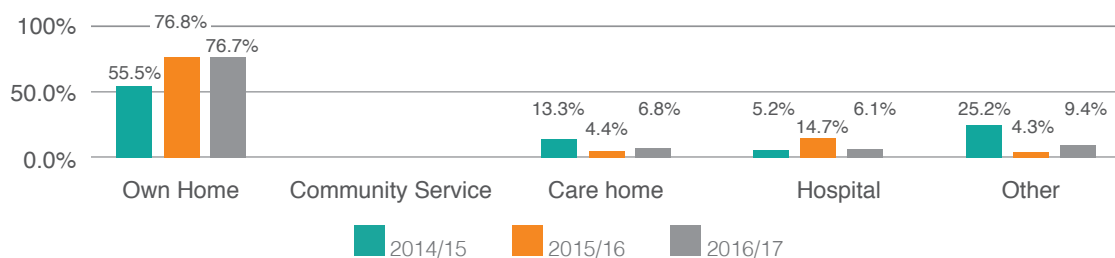
Safeguarding Data - London Borough of Hackney

Total number of Safeguarding concerns and Section 42 (S42) enquiries 2014 to 2017



The number of safeguarding adult concerns raised almost doubled this year, compared to the previous year, 2015/16. 508 of the 1261 concerns were progressed as S42 enquiries. This increase in Section 42 enquiries relates to a consistent application of safeguarding guidance

S42 Enquiries by type of abuse 2014 to 2017



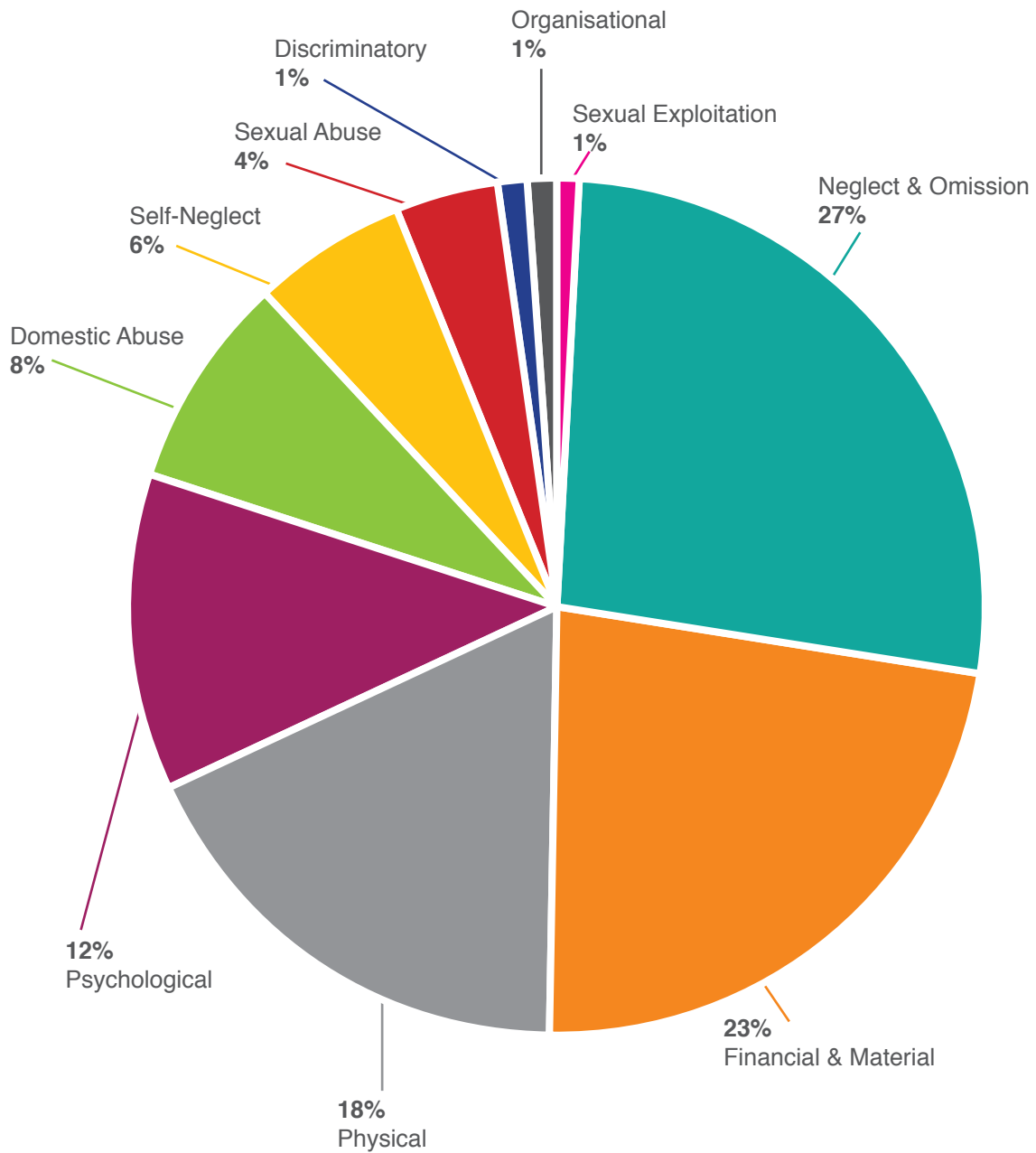
The data shows that most of the abuse happened in people’s own homes. That most abuse happens in people’s homes is in line with what is happening generally in similar authorities, as demonstrated by the comparator. (This comparator is a measure used by NHS Digital to report analysis data from

¹A s42 enquiry is undertaken according to Chapter 14 of the Care and Support Statutory Guidance (Department of Health, updated February 2016), sometimes referred to as ‘a formal safeguarding enquiry’. ‘section 42’ or a ‘s.42’.

the Safeguarding Adults Collection. Comparator groups are a selection of 15 councils considered to be similar to the chosen council. They are selected according to the Chartered Institute of Public Finance and Accountancy (CIPFA) Nearest Neighbour Model, which identifies similarities between councils based on a range of socio-economic indicators). But abuse in the

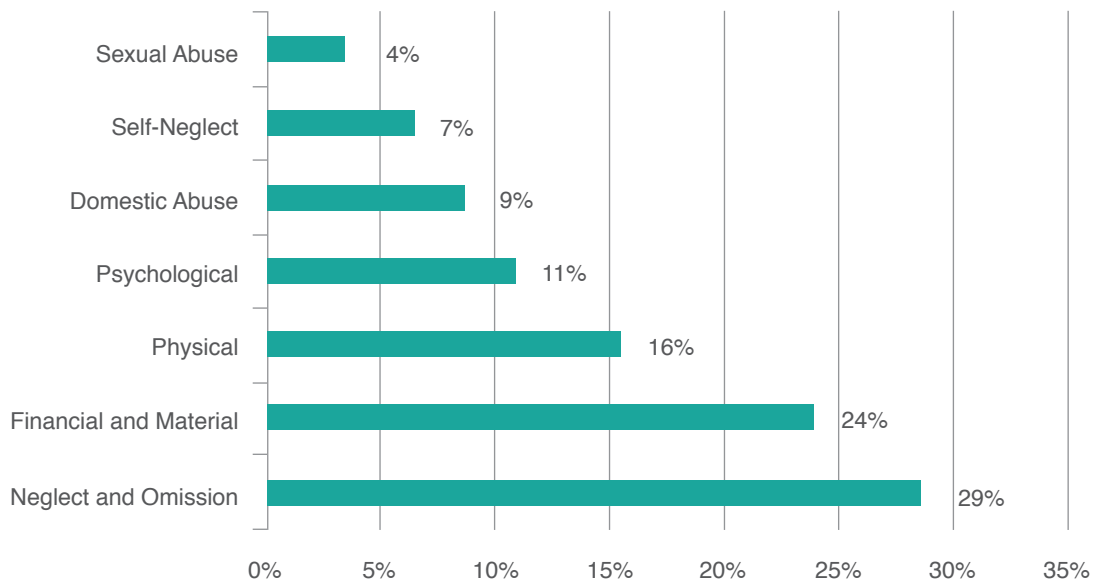
person's own home was 23% higher in Hackney than the other boroughs in the comparator in 2015/16. Whereas it looks like there has been a drop to less than 50% for enquiries in hospitals in 2016/17, the actual reduction in cases is 2. The levels of abuse in care homes is low due to the fact that there are a very small number of care homes in Hackney.

S42 by types of abuse

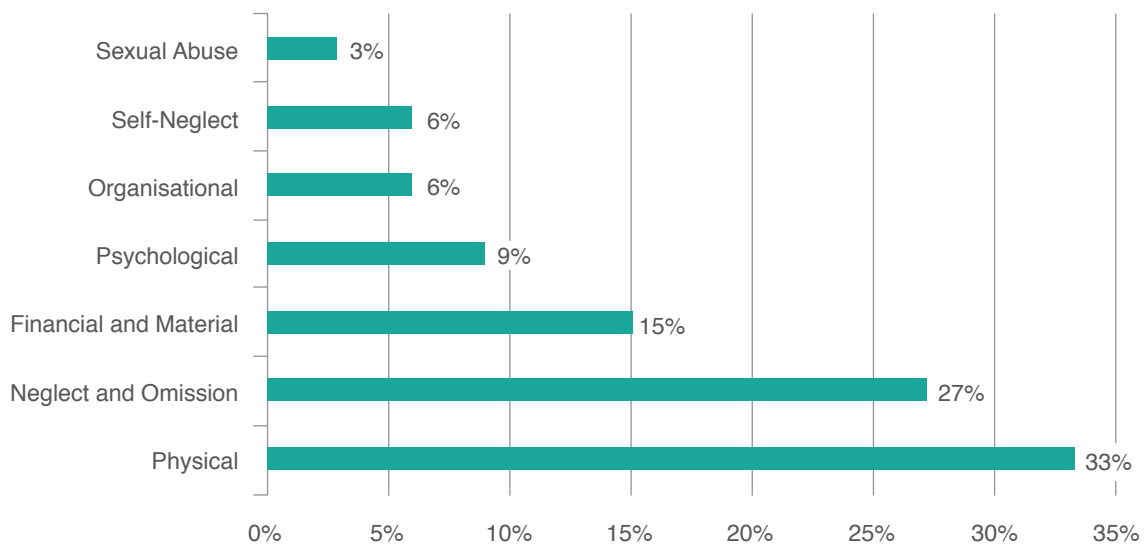


The biggest category of abuse remains neglect and acts of omission, this compares with other comparator authorities in 2015/16. This category is followed closely by financial and material abuse, then by physical abuse. Physical abuse rather than financial and material abuse was the second largest category in other comparator authorities.

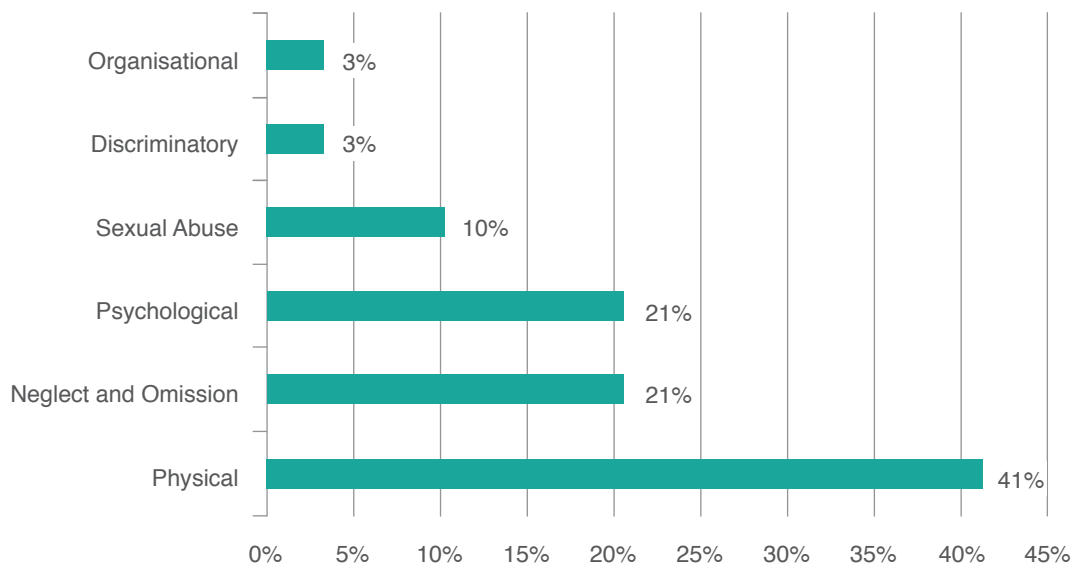
Proportion of types of abuse in own home 2016/17



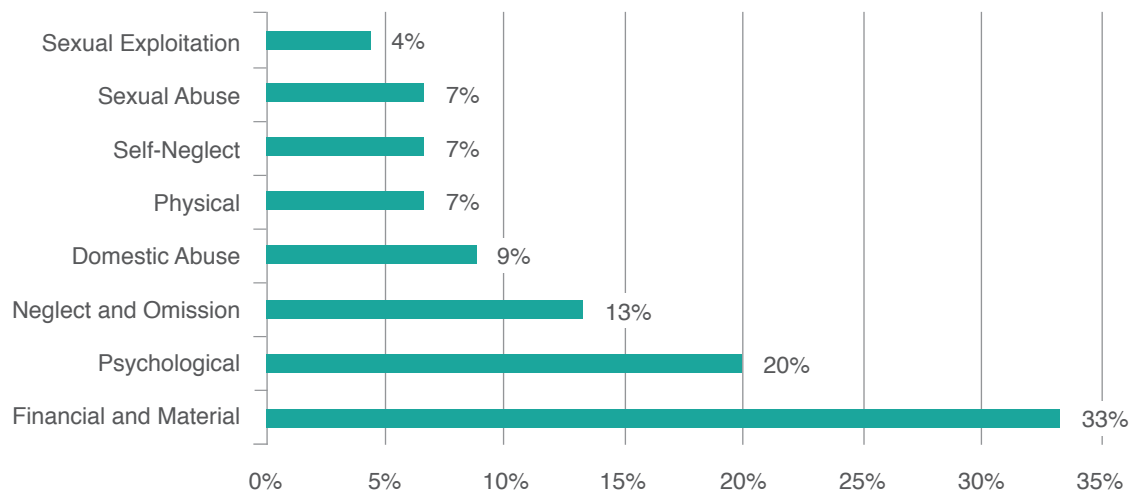
Proportion of types of abuse in care homes 2016/17



Proportion of types of abuse in hospitals 2016/17

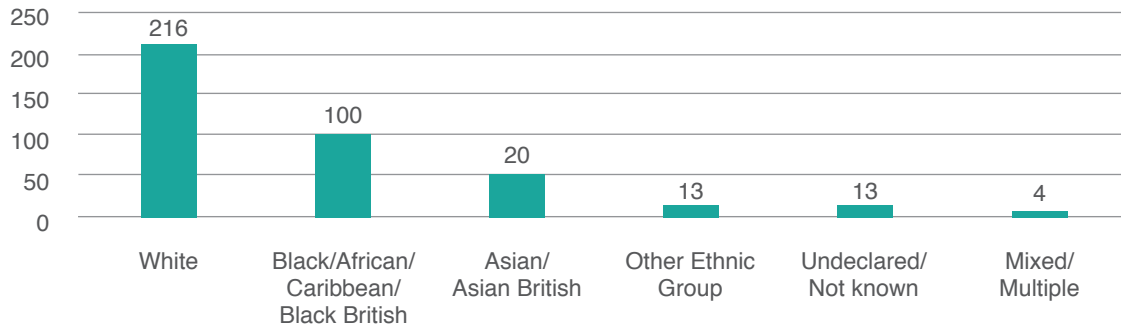


Proportion of types of abuse in other locations 2016/17



Neglect and omission was the largest category of abuse in people’s own home, while physical abuse was the highest category in hospitals and care homes. Financial and material abuse was the main category in other settings.

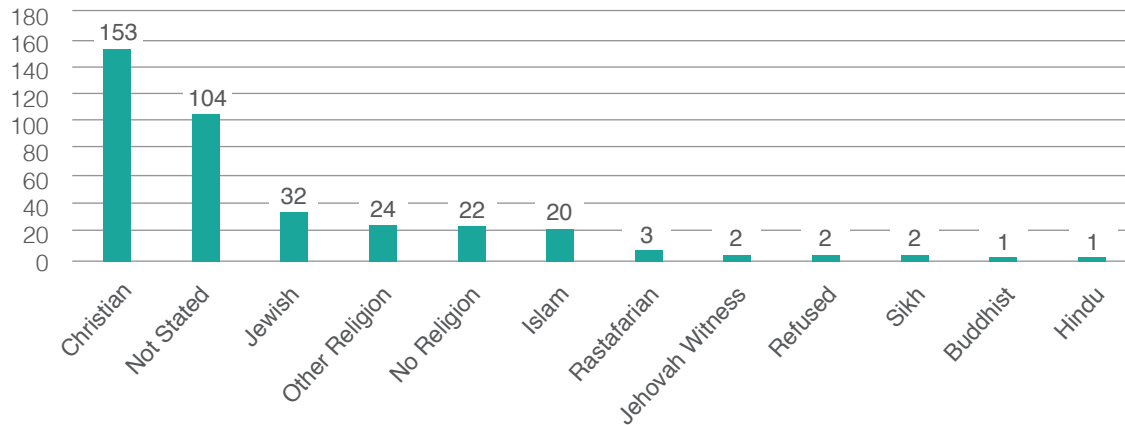
All S42 enquiries source of risk own home by ethnicity 2016/17



	White	Black/African/Caribbean/Black British	Asian/Asian British	Other Ethnic Group	Undeclared/Not known	Mixed/Multiple
Source of Risk in Own Home	56%	28%	6%	4%	4%	1%
Hackney Population (ONS 2015)	55%	23%	11%	5%		6%

The table above shows the ethnicity of people who were subject to S42 enquiries. Asian/Asian British is under represented in safeguarding where cases progressed to S42 enquiries. As per the Office of National Statistics Asian/Asian British Population makes up 11% of the population of Hackney and have had 5% of cases taken forward to S42 Enquiries. In relation to all other ethnic groups, S42 enquiries have been in line or above the average as per the population profile of Hackney residents.

All S42 enquiries source of risk own home by religion 2016/17



	Christian	Not started	Jewish	Other Religion	No Religion	Islam
Source of Risk in Own Home	42%	28%	9%	7%	6%	5%
Hackney Population (ONS 2015)	39%	10%	6%	1%	28%	14%

The tables above shows the religion, where available, of people who were involved in S42 enquiries. People of Islamic faith are under represented i.e. whereas 14% of the population of Hackney are people of this faith, only 5% of people involved in the S42 enquiries were people of Islamic faith. Taking into account that Asian/Asian British have low representation (as stated earlier), it is worth noting that there were very low level of S42 enquiries involving people of Sikh, Buddhist and Hindu faith.

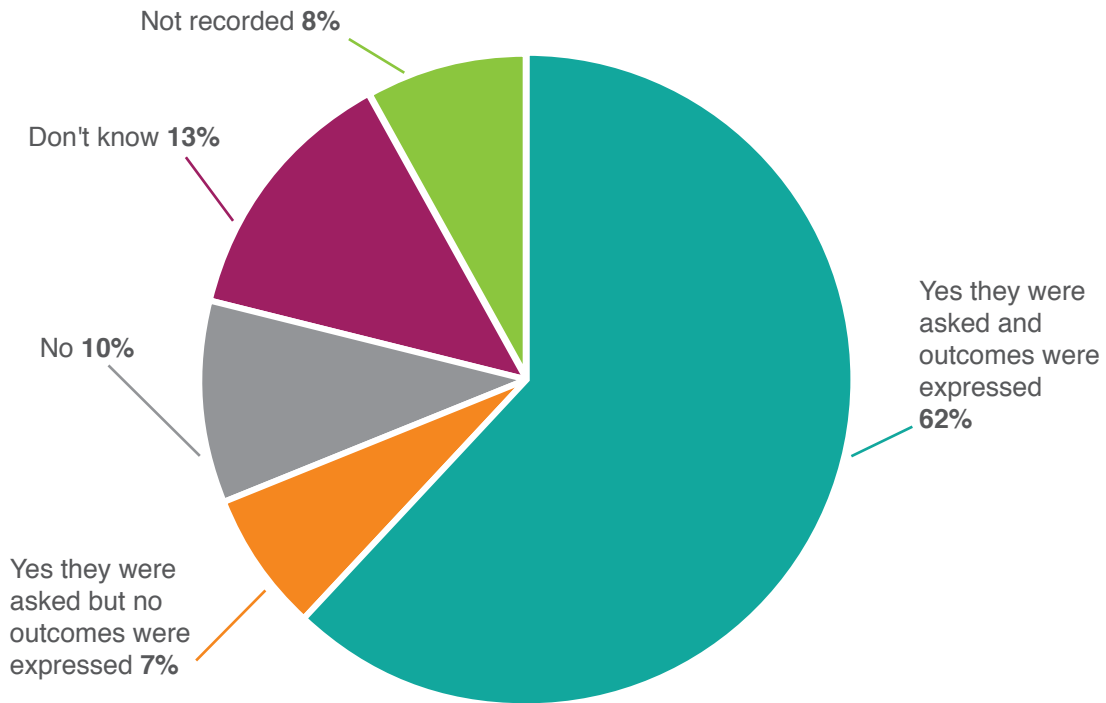
Repeated S42 Enquiries

The data showed that 1 person was subject to 4 Section 42 enquiries, 13 were subject to 3 such enquiries and 45 people had had 2 Section 42 enquiries during 2016/17. This data where more than two Section 42 enquiries were pursued warrants further investigation to understand the reasons for repeat enquiries in order to refine practice and this will be undertaken.

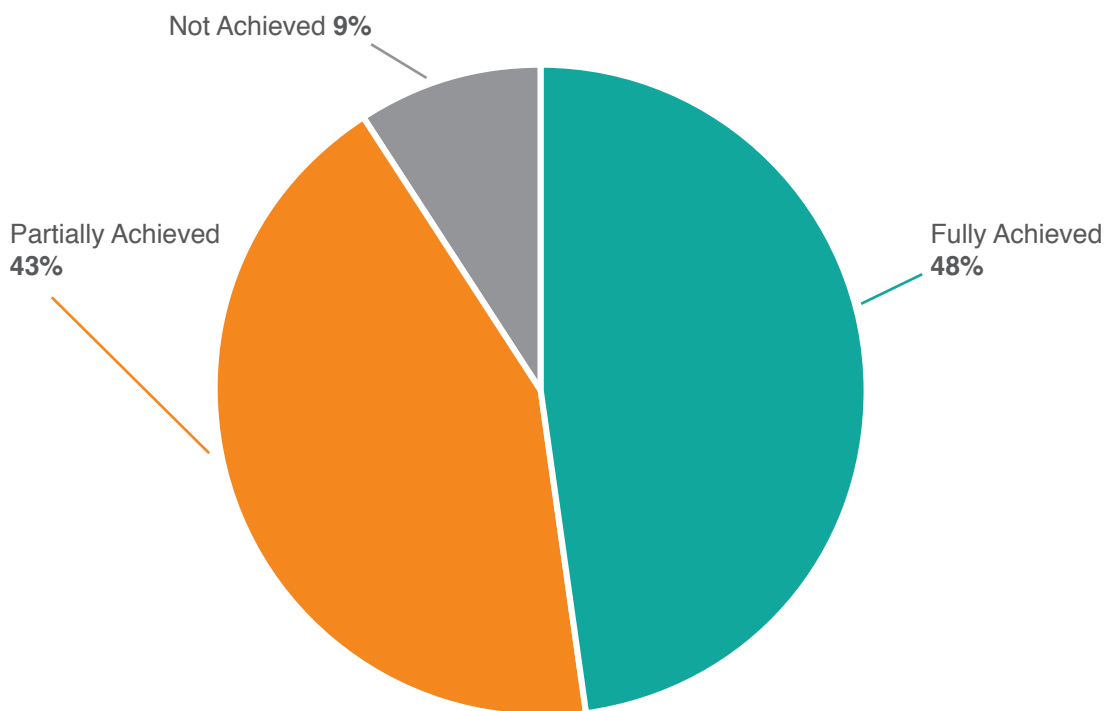
Making Safeguarding Personal

During 2016/17, 62% of people were asked about their desired outcomes and their outcomes were expressed where 'other safeguarding enquiries' were progressed. 91% of those who were asked had their outcomes achieved or partially achieved .

Making safeguarding personal outcomes for other safeguarding enquiries

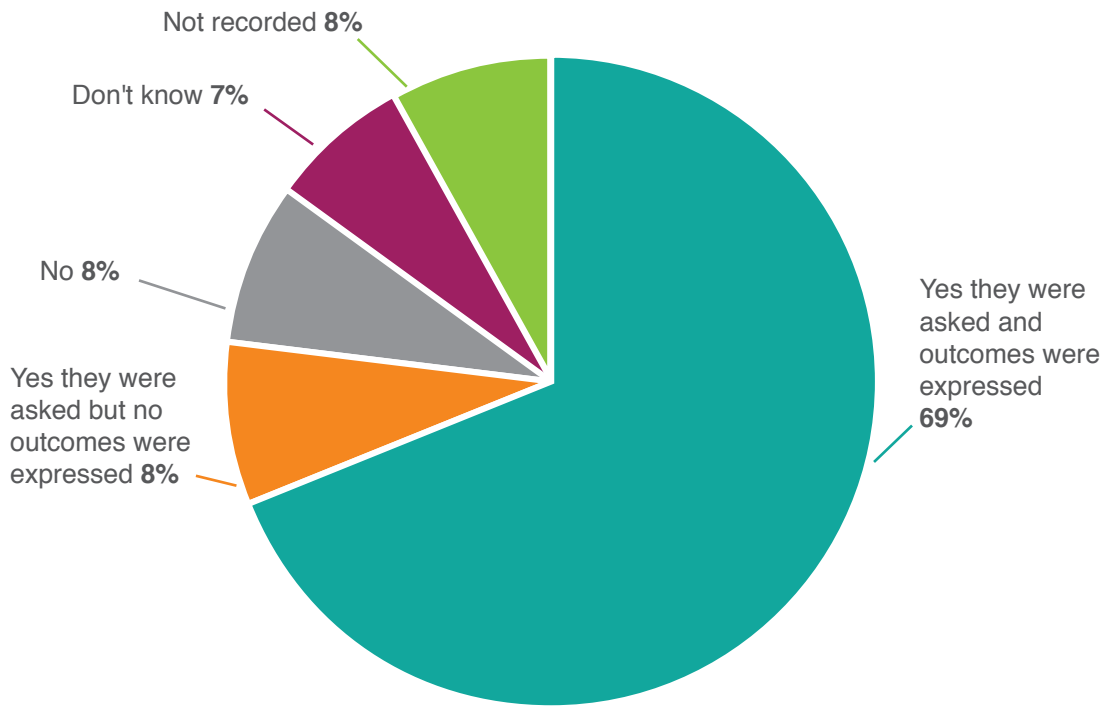


Desired outcomes of other enquiries where outcomes were asked and achieved

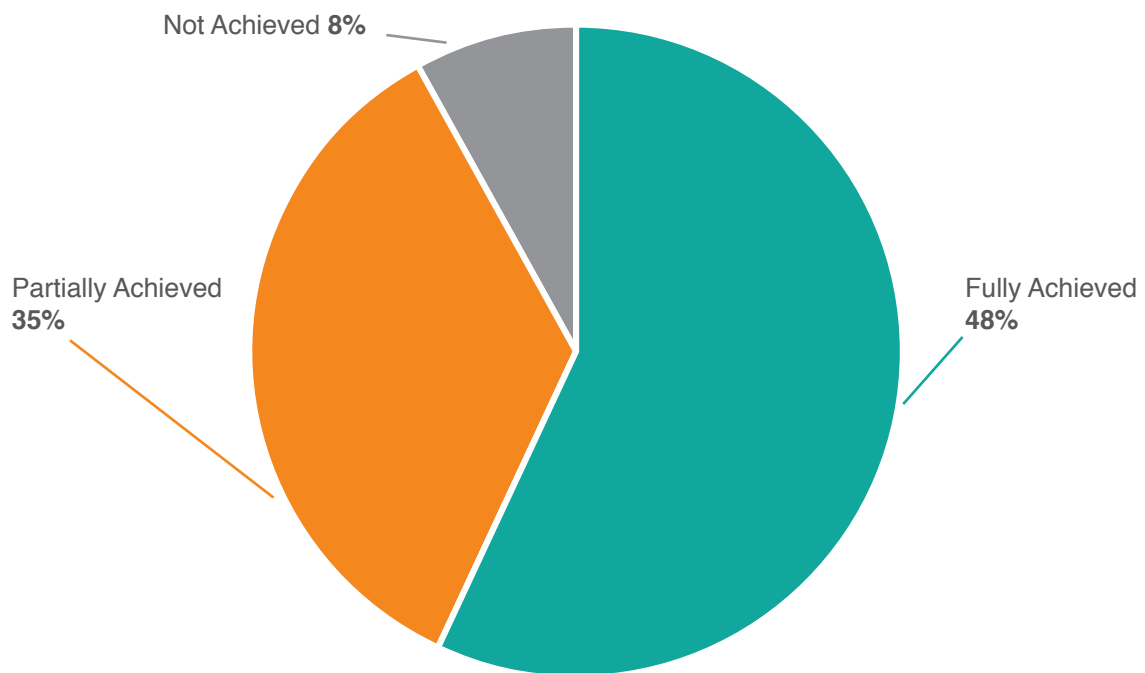


During 2016/17, 69% of people whose safeguarding concerns were progressed as S42 safeguarding enquiries were asked and expressed their desired outcomes. 92% had their outcomes fully or partially achieved.

Making Safeguarding personal outcomes for concluded S42 Safeguarding enquiries



Desired outcomes of concluded S42 enquiries where outcomes were asked and achieved



Other Key Improvements

Referrers informed us that we were not getting back to them to tell them what happened to the referrals they made. Due to additions to our data recording systems we are able to report on this item. The data shows that we have got back to 80% of referrers. This issue is being audited as part of the multi-agency file audit and we will be able to report more fully in the Annual Report for 2017/18

It had been highlighted that in Hackney there was a low usage of advocacy. In an audit of 20 cases where a person lacked capacity and was subject to safeguarding procedures, in 80% of cases the person had appropriate representation. Work is being carried out to improve the forms to prompt and ensure clarity for practitioners to report appropriately on advocacy.

Deprivation of Liberty Safeguards (DoLS)

In 2016/17 there were 804 applications for DoLS, an increase from 682 applications in 2015/16, and 344 in 2014/15. This continues the pattern of a radically increased DoLS workload each year since the Supreme Court's judgment in the "Cheshire West" case in March 2014. By comparison, there were only 23 applications for DoLS 2013/14, of which 13 were approved.

However, given the significantly broader awareness of the Deprivation of Liberty Safeguards amongst providers, including hospitals and residential homes, this is likely to be a plateau for the borough and creates the opportunity to devise a permanent approach to responding to the applications, whilst also increasing the number of applications made to the Court of Protection where a deprivation of liberty is occurring for somebody in a community setting, i.e. supported living, sheltered accommodation, shared lives, etc.

Safeguarding Data – City of London

The number of safeguarding concerns received from April 2016 to March 2017 was 29: 25 were within the City of London and 4 were outside the City. There has been a slight decrease in alerts raised this year: in comparison there were 34 alerts raised in 2015-2016, with 3 alerts regarding residents placed outside the City. Of the 25 City of London concerns, 13 were progressed to a S42 enquiry. The other concerns were diverted from the formal safeguarding process but support and care was provided in all cases. The highest category of risk was neglect and omission, followed by physical abuse and closely followed by financial abuse. 1 person was subject to domestic abuse. All people subject to the safeguarding process had their desired outcomes met.

Deprivation of Liberty Safeguards (DoLS)

The requests for authorisations for the Deprivation of Liberty Safeguards in the City of London has continually increased following the 'Cheshire West' judgement in 2014. However, it appears that they have begun to plateau. The

demand for DoLS is unpredictable as there can be an increase in the number of applications received if people are admitted to hospital.

There have been two DOLS cases in the Court of Protection this year, which illustrate the complexities of the Mental Capacity Act and Mental Health Act and the skilled management of rights and risks.

Reporting Period	Number of DOLS Requested	Number of DOLS Granted
2013 – 2014	Less than 5	Less than 5
2014 – 2015	13	12
2015 – 2016	34	29
2016 – 2017	39	29

Safeguarding Adults Reviews (SARs)

The SAR & Case Review subgroup received three case referrals this year. One was deemed not to require a SAR, for another, Ms Q, a SAR was instigated and the group is waiting on further information on the third. All 4 SARs from the previous years were completed during this year and published, not always in their entirety, depending on sensitivities or wishes of family (short summaries follow below). 2 Independent Practice Reviews from the previous year were also completed during 2016/17.

Mrs A & Mr B SAR

Mrs A and Mr B were residents in a supported housing with care complex. There were concerns that Mr B posed a fire risk to the other residents and that he allegedly sexually assaulted Mrs A in her flat. The Review has been necessarily drawn out, being mindful both of working with the families of those involved and that it was running in parallel with other reviews or investigations. The CHSAB followed the Social Care Institute for Excellence's Learning Together model for this SAR. An executive summary of the SAR has been published and is available on the CHSAB webpage to view (<http://www.hackney.gov.uk/safeguarding-adults-board#sar>).

As a result of this SAR, an independent report and guidance were commissioned on consent, sexuality and sexual relations when working with older people living in supported housing. This guidance was developed with relevant staff, and, following training, is now available to all staff. Risk assessment and risk management training has been provided to staff. The full range of improvement actions from this SAR are monitored by the SAR subgroup and reported to the Board.

Mr BC SAR

Mr BC was an older person living in a sheltered housing scheme, who died in a fire at his home in 2014. He was a heavy smoker who routinely drank large amounts of alcohol and was using a number of services at the time of his death. This SAR adopted a more traditional approach set out by other SARs and Serious Case Reviews, establishing a SAR Panel, with an independent Panel Chair and an independent lead reviewer, which commissioned Individual Management Reports (IMRs) and further evidence from the agencies involved.

During the course of this Review, the Panel advised the CHSAB Chair that it was necessary to seek from the housing provider involved further assurance, beyond and complementary to the scope of the SAR, that it had taken sufficient

action to reduce the likelihood of serious injury due to fire to vulnerable individuals in their properties. The provider gave this assurance satisfactorily before the SAR completed. The SAR report is available on the CHSAB webpage to view (<http://www.hackney.gov.uk/safeguarding-adults-board#sar>).

Actions taken so far as a consequence of this SAR include:

- Housing services are represented on the CHSAB, and a representative of Care and Support services has been invited to join the Board.
- The Self-Neglect protocol has been reviewed and a multi-agency case file audit based on cases where self-neglect occurred, is being conducted
- Safeguarding processes have been reviewed in Hackney and new forms are being used
- An escalation policy is in place for all Board partners
- Shared ownership of risk is facilitated through the High Risk Panel
- Risk Assessment and risk management training, training on relationship based approaches and MCA training has been arranged
- Fire safety visits are recorded on the LBH dashboard. Since February 2015, 98 visits were carried out to tenancies in housing where care is also provided.

The improvement actions from this SAR are being monitored by the SAR & Case Review subgroup and are reported to the Board.

Mr GH SAR

Mr GH was also an older person living in a sheltered housing scheme. Mr GH passed away in 2015 while experiencing a number of health issues and using a range of services. This SAR followed the same methodology as is described above for Mr BC. The CHSAB funded specific IMR training for the contributing agencies and SAR panel members involved, to help ensure that the process was well supported to deliver effective evidence-based learning. This is an example of how the CHSAB is continually working to evaluate and develop its practices. The report of this SAR is available on the CHSAB webpage to view (<http://www.hackney.gov.uk/safeguarding-adults-board#sar>).

The action plan is being compiled and will be reported on in the annual report for 2017/18.

Mrs Y SAR

Mrs Y was 85-years-old at the time of her death. She was known to have a history of history of strokes, cognitive impairment and visual impairment.

She was living at home with her daughters. There are concerns that neglect may have contributed to her death and a number of different agencies had concerns about Mrs Y, but there was limited evidence on file of any concerted action to establish her needs and assess risk. The report of this SAR has been published and is available to view on the CHSAB webpage (<http://www.hackney.gov.uk/safeguarding-adults-board#sar>).

The action plan is being updated and will be reported on in the annual report for 2017/18.

Key Cross-cutting Themes from the SARs

While each SAR has identified specific issues for learning, there are some shared themes for learning i.e. the need for:

- 1) Effective working together arrangements across agencies
- 2) Coordinated working together on a case with one agency taking the lead, including effective communication between all parties
- 3) Thorough risk assessment and risk management
- 4) Shared ownership of risk
- 5) Understanding of the Mental Capacity Act and its application

SAR Learning Events

All four SARs from previous years were completed during 2016/17. The Board noted that these have taken some time to complete. Various processes were used to complete the SARs and it is becoming clearer about the way forward to ensure timely completion of SARs to improve learning and impact.

The Board has agreed a series of events during 2017/18 to promote learning from the SARs that include:

- A conference
- Workshops
- A Leaders' Symposium

A SAR Communication Plan has been produced to disseminate learning for staff and volunteers across services in the City of London and Hackney.

Evidencing Good Practice – Case Studies

Homerton University Hospital NHS Foundation Trust

Case Study: Modern Slavery

The following case study describes a patient who was subject to Modern Slavery.

A patient arrived in A&E at the Homerton. He reported the following that:

- He came to the UK by “car”, driving from Poland with “friends”
- He was told he would come to work in construction in London for £6-7/hr
- He was told not to bring his own money
- He was in fact taken to an industrial area “an hour from London”
- He discovered that the job he was to be given was to sort recycling for £1.50/hour
- He was told that he had to pay them back for his travel and accommodation, and that his wages would be put towards that
- He was told he would not be paid until the end of the week
- He did not want to work under such conditions and so left by foot
- He reported he walked for 3 hours to reach London
- He went to the Polish embassy, and could not find anyone to speak to
- He had no money
- He was sleeping rough, and woke up in hospital

The ward staff contacted the Modern Slavery Helpline and the Salvation Army.

The person on the Modern Slavery helpline spoke to the patient in his own language and reassured him that steps could be taken to support him to return to Poland.

The Salvation Army reported they would be able to help. They requested a National Referral Mechanism’ form, which was completed by a social worker. The patient was picked up from the hospital by the Salvation Army and taken to a hostel in Cardiff. The Lead for Adult Safeguarding established, during a follow up conversation, that the patient has returned to Poland.

Good practice

The ward team, particularly the junior doctor involved, pursued the case until a positive outcome was achieved for the patient. They addressed his social needs, as well as his health needs, diligently.

Metropolitan Police Service – Hackney

Case Study 1: Domestic Violence

Police were alerted to this situation following a victim disclosure made during a safeguarding adults meeting where the victim disclosed physical abuse to a professional by her elderly and unwell husband. The victim herself was elderly with some disabilities together with early onset of dementia. She was dependant on her husband and scared to report him but wanted the violence to stop.

Police and Adult Safeguarding staff worked closely together to implement a safeguarding strategy; it included the arrest of the perpetrator. The husband was charged with assault and remanded to court where he was convicted of assault. He was unwell himself and this impacted on the family and the victim's engagement with police as all sought to have the perpetrator released and for him to return to the family home.

Rehousing was offered but declined. Safeguarding the victim continued beyond the conviction with support from an Independent Domestic Violence Advocate and a MARAC referral was made. Follow up visits were undertaken. Re-housing was offered to the victim. The suspect had a firearms licence to hold guns at his address – by revoking a firearm licence it removes firearms from the environment and prevents them being used in anger or as part of domestic abuse.

The person's desired outcomes were met as we worked with her and it wasn't just about a criminal justice outcome. We put her at the centre of the process.

Case Study 2: Conviction for Carer Abuse

Hackney MPS has a dedicated Vulnerable Adult team with Detectives located within our Community Safety Unit who lead on Vulnerable Adult and Carer abuse through a multi-agency approach. This is historically an investigation area where due to the vulnerability of our victims it is difficult to secure evidence to meet the thresholds required for any prosecution. We have however through our dedicated officers and our multi-agency engagement with partners recently secured a conviction in court for Adult Abuse by a Carer. In this case the victim was a 52-year-old lady with Alzheimer's with no ability to communicate pain or concerns whether by speech, sign, writing or other method. She had been scalded (21% burns) by willful negligence after being placed in a hot bath by her carer. Her family reported the incident to police. The carer was arrested and received a six month suspended prison sentence.

London Borough of Hackney – Adult Social Care

Case Study: Hoarding, Think Family & Making Safeguarding Personal

An older woman and her adult son, who had never lived apart came to the attention of Hackney Adult Social Care (ASC) services following a referral from a local Housing Association. The Housing Association raised safeguarding concerns about their verbally aggressive relationship that had been reported to them by neighbours, in addition to a self-neglect concern for the mother in relation to hoarding, as they were in the process of progressing eviction proceedings.

This was a complex case, as the family were initially reluctant to accept any input from the council despite both telephone calls and letters being sent. However, they had a positive relationship with the local Housing Officer, despite the threat of eviction. The Housing Officer eventually managed to negotiate an agreed time for a joint visit along with a social worker. The visit identified that there were significant hoarding issues, which had resulted in the couple using a small proportion of their available space. During the visit it became very apparent that both mother and son were extremely attached, and would often conclude each other's sentences whilst also shouting at each other. It was also clear that the mother had poor mobility and some medical concerns that required addressing, e.g. swollen legs. The son was becoming increasingly agitated at the thought of people getting involved in his and his mother's life and was not able to accept that the environment was becoming a concern.

Through discussion and several visits, the family outlined their desired outcomes, in keeping with the principles of Making Safeguarding Personal, which initially centred upon addressing the possibility of eviction, and some support to the mother and for professionals to not become too involved in their life. In view of this they agreed to a number of actions, which included a request that the GP undertake a home visit, a full assessment of the mothers needs and a carer's assessment was completed for the son.

The GP visit a few days later led to the mother being admitted to hospital in order to address her serious health deterioration. The son became extremely anxious that his mother would not return home, although he struggled to accept that she may require space to be made in the home. His reaction to this was regarded as concerning as he was not able to acknowledge his mother's needs.

Hospital staff noted that the mother was becoming increasingly anxious about her son's wellbeing and although she was extremely keen to get back home, she was also not able to appreciate that she now had her own care needs which could not be met in the current home environment. A mental capacity assessment was completed which indicated that she did not have full capacity to make a decision about her complex health needs. However, she was very

clear in relation to wishes and feelings about where she wanted to reside, which was at home with her son.

Through negotiation with the mother and son at a number of meetings at the hospital, it was agreed that she could go home once her son was able to create a micro-environment in one room, whilst also engaging with mental health services to address his anxiety and hoarding, in order to prevent eviction.

The mother subsequently returned home with a support package and an agreement from the son to ensure the space was maintained. He attended a number of appointments with mental health services but then dis-engaged. ASC continued to maintain contact and in concluding the safeguarding work they were able to identify that the families desired outcomes had been met for the most part, in that a care package had been provided and the Housing Association had suspended any eviction proceedings. However, due to the remaining risks, it was not possible to meet their desired outcome of little involvement from Social Services, although they were less reluctant than at the onset of the safeguarding concern being instigated.

City of London Corporation – Adult Social Care

Case Study: Working Together

Brenda is a 75 year old woman who lives in her own flat with her son, David, and 14 year old grand-daughter, Betty. Her daughter, Sherrie lives locally but Brenda has not seen much of her recently due to a disagreement between Sherrie and David. Brenda was previously a carer to her elderly husband, Joe, who now lives in residential care. Social care became involved when the care for Joe started to break down and the family could no longer care for Joe, who has dementia. The admission had been traumatic for both husband and wife who wanted to be together. On Joe's admission it was discovered that the family were in substantial debt due to various speculative loans and that tensions remained.

The social worker described the flat as being very cluttered and unhygienic, without hot water or working lights. Every room was full of "rubbish" that David said should be kept. The social worker noted that Brenda seemed very anxious and timid.

On visiting Brenda while she was on her own Brenda said that whereas she used to like being with her family, now she would like them to leave. She felt that they placed her under financial pressure because David demanded money of her. She felt threatened by him albeit, not at serious risk. She worried that the debts would lead to her losing her home. The social worker felt she had capacity to make the decision not to refer this to the police and to keep herself safe at home until a solution could be found.

There were referrals to adult safeguarding, David was referred for a social work

assessment, and Betty was referred to children's services. A housing referral was made for David as well as benefits advice. Legal referral was made about the housing situation and Brenda was advised that she could evict them from her home. A letter was written to the son giving a time limit to leave once it was clear that a place could be found. They were supported with removal costs to ensure that they moved. Lasting power of attorney was applied for by Sherrie, the daughter, so that no more money could be given to David. Although there did appear to be financial irregularities in the account Brenda and Sherrie did not want this to be formally pursued as it would only inflame the situation.

Making Safeguarding Personal

The social worker worked with Brenda to achieve the outcome that she wanted and respected her decision not to report the 'abuse' to the police.

Outcomes

Brenda was pleased that the family left and, supported by her daughter, she enjoyed some months in her own home including regular visits to her husband before being moved to the same residential home as her husband when her mental state deteriorated.

City of London Police

Case Study: Benefits of Community MARAC

Mr G was identified by the City of London Police (COLP) as a vulnerable 55 year old man with mental health issues. He had come to the notice of police 11 times in the City since May 2016. His behaviour and mental health was deteriorating, causing him to become increasingly aggressive and unstable. He had threatened to kill officers as well as take his own life. Police attended his house following several reports of loud music and anti-social behaviour which was particularly directed towards his neighbours. He kept a screw driver, chisel and hammer by a chair and repeatedly made threats towards City of London Police. Numerous 'adult to notice' reports were submitted to the Public Protection Unit and referred to Adult Social Care as Mr G was identified as vulnerable. He previously told a Nurse that he was hearing voices to kill a City of London Police officer. Efforts had been made to engage with him but he refused support from all services and was not receiving treatment.

The Case was referred to the Community MARAC in December 2016 and a full multiagency assessment was undertaken at his premises.

As a result of multi-agency intervention:

- Mr G was assessed by a mental health team and deemed to have capacity. He was offered support.
- As a result of the MARAC, a multi-agency plan was put in to place in order

to manage his vulnerabilities whilst protecting the community from anti-social behaviour related to the presentation of his mental health issues.

As a result, Mr G was made aware that his behaviour was unacceptable and was given the opportunity to engage to change his pattern of behaviour. The pattern of calls regarding anti-social behaviour stopped immediately and a civil injunction meant that the community tensions caused by Mr G's anti-social behaviour were quelled, and the community was protected.

Partner Contributions

In the next section CHSAB partners set out how they have contributed to the work of the CHSAB and to the ongoing improvement of local safeguarding adults arrangements.

London Borough of Hackney – Adult Social Care

Hackney Adult Social Care (HASC) is a statutory member of the CHSAB and is represented at all relevant sub-groups. This assists in ensuring that HASC are actively involved in the majority of aspects of the strategic development of adult safeguarding in City and Hackney.

HASC participated in the completion of the annual Safeguarding Adults at Risk Self-Audit and the associated peer challenge event. The self-audit provided an opportunity to highlight good practice and identify areas for further development. The audit outcome was largely positive in that it identified a wide range of systems, policies and protocols that inform and support adult safeguarding within Hackney. There was evidence of good inter-agency working and consistent engagement with the CHSAB.

The positive examples of the promotion of adult safeguarding included the strengthened alignment of a workforce development team which has provided an opportunity to work with the CHSAB to create and implement a training programme that provides safeguarding related training to all CHSAB partners, including Making Safeguarding Personal, general safeguarding awareness, etc. This will be further developed upon for 2017/18 and will focus upon the findings from the Safeguarding Adults Reviews commissioned by the CHSAB.

Another example of good practice that seeks to promote adult safeguarding across the partnership has been the decision to create a distinct Principal Social Worker role, and separate this function from the Head of Safeguarding Adults, creating more capacity for strategic safeguarding development as well as best practice models.

The role of Principal Social Worker will build upon the quality assurance framework that has been implemented by ASC which includes quarterly audits of cases against good practice principles. Findings from the most recent audit identified that whilst most areas are of a good standard, there are some that require more focus to provide assurance that safeguarding practice is consistent in capturing the voice and desired outcomes of the adult at risk, better recording of risk analysis and how we work with the person to recognise and manage risks collaboratively.

Both of these new posts will be instrumental in progressing a 'Think Family' approach to the work that we undertake in HASC.

HASC continue to chair and co-ordinate the Community MARAC (High Risk)

panel which has led to improved outcomes for some Hackney residents whilst promoting a multi-agency approach to risk management. This has included the use of monies secured from London Fire Brigade to purchase fire prevention equipment. This is now being provided to residents who are regarded as being at a high risk of fire following Home Fire Safety Checks, i.e. poor mobility, smoker, etc.

Areas where we are seeking to develop practice includes the creation of a robust data set, which when combined with data from partners will be amalgamated to construct a “live” dashboard that assists in supporting the work of the CHSAB and demonstrating achievements, i.e. Making Safeguarding Personal outcomes, etc.

Linked to this is the need to better understand the national benchmarking data which suggests that the number of people receiving advocacy services in the borough is below the average. As the commissioner for this service, we will seek to better understand this data and locally ensure the need for advocacy is identified and available in all its forms.

The Safeguarding Adults Team continues to promote understanding of the Care Act 2014, particularly safeguarding domains of domestic harm, sexual exploitation and modern day slavery via its continued engagement with Community Safety Partnership initiatives, and has seen a steady increase in referral figures although these areas of work require further promotion.

City of London – Adult Social Care

Top 3 successes as identified in the self-audit were:

1. The development of the multi-agency self-neglect, hoarding and fire risk panel.

The panel has met bi-monthly and continued to engage housing estate managers from all estates, environmental health, London Fire Brigade, alongside adult social care. Grant money from the Community Fire Safety investment fund will be administered through the panel. Learning from SAR Fire deaths has been fully disseminated to partners.

2. Learning from SARs within the ASC and Commissioning.

ASC and Commissioning have been briefed as to outcomes of SARs particularly where contractual matters around housing with support have been highlighted.

3. Strengthening work within MCA/DOLS and use of advocates in safeguarding adults work.

This has been a key area of strength this year with the use of advocates being fully embedded into all safeguarding work and being able to be evidenced through the reporting process.

Top 2 things to work on:

1. Working more fully to an enhanced Making Safeguarding Personal (MSP) approach within the safeguarding process in ASC.
2. Enhancing public awareness and understanding of MSP through a communications campaign aimed at City residents.

As part of the CHSAB QA sub group and work on enhancing performance practice standards in the City, MSP outcomes are now fully reportable on in line with the CHSAB performance dashboard

There have been no safeguarding concerns raised through the complaints process this year.

Both Children's and Adults Social Care services have worked on developing a 'Think Family' approach and the cross cutting themes that arise particularly in relation to safeguarding. The City of London Domestic Abuse & Sexual Violence Forum has representation from both Adults and Children's services, and the directorate work to the Joint service protocol to meet the needs of children where adults or carers have additional needs.

There has been an Adult Safeguarding case that was investigated as a s42 enquiry and involved domestic abuse in relation to an adult with an additional needs, whose son is known to the children's team because of his physical and learning needs. A successful 'Think Family' approach was evidenced through strategy meetings that involved the Adults and Children's service as well as adhering to MSP principles.

NHS City and Hackney Clinical Commissioning Group

Adult safeguarding performance in 2016/17

The Clinical Commissioning Group (CCG) has continued to perform well this year with a number of actions completed following an audit by NHS England of our safeguarding arrangements in 2015/6, which gave an overall rating of "assured as good" with some areas for further development. No areas were rated as "unassured". The CCG has implemented most recommendations from the resulting action plan and will be implementing the outstanding actions in 2017/18.

Our successes for the year include: a working party looking at actions required to improve the safety, and care of patients for whom we commission continuing care support; agreeing a safeguarding through commissioning policy; and the use of a safeguarding dashboard which we have developed and agreed with Newham and Tower Hamlets CCGs and is used by all the main NHS providers from which we commission acute and mental health care.

Key actions for 2017/18 are:

- Produce a safeguarding strategy for the CCG
- Agreeing a supervision policy
- Reviewing our adult safeguarding role and recruiting to that revised job role
- Work with our GP practices and our GP out of hours provider to support them to adopt and deliver best practice safeguarding work.

Making Safeguarding Personal

As a commissioner of health services our role is to ensure our providers of NHS funded care deliver best practice in terms of their safeguarding duties. In 2017/18 we will be reviewing providers' annual safeguarding reports and will be asking questions about how they ensure they make safeguarding personal in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing and safety.

Safeguarding concerns that have been raised with the CCG through the complaints processes. In 2016/17 the CCG did not receive any complaints that raised safeguarding issues: we do not provide any services directly to patients or carers so we don't get very many complaints.

How we have supported the implementation of Think Family approaches locally

The CCG has been promoting the 'Think Family' approach within health services, particularly mental health, for many years including:

- In 2016/17 the CCG commissioned the Homerton hospital to improve the identification of pregnant women and new mothers with emotional and mental health needs. It aimed to bring together Homerton Community Mental Health Services and Maternity Services (along with ELFT Mental Health Services) to improve the local service offer to pregnant women and new mothers (and their partners and babies) with low-level emotional wellbeing concerns and mild, moderate and severe mental health needs. The scheme also ensured a strengthened mental health message in Homerton antenatal education for all women and partners and enhanced training for Midwives and Obstetricians on perinatal and infant mental health. New mothers and partners were also consulted about their experience including those with lived experience.
- In 2016 we provided training for GPs on safeguarding which included elements of 'Think Family', concentrating on when adults present with mental health issues and the impact on the child. This will be repeated in 2017/18.

City of London Police

The City of London Police (COLP) has continued its' positive work to promote adults safeguarding. This can be demonstrated in a number of ways.

The development of the COLP Vulnerability Working Group, a monthly meeting between representatives of different operational units where different aspects of vulnerability and safeguarding are discussed to ensure joined up working and capture of activities across the force. The meeting is also driven by HMIC and other recommendations. The VAWG reports in to the Vulnerability Steering Group for strategic oversight.

Inclusion of Vulnerability in the Policing Plan

There is now a specific area in the policing plan around vulnerability which utilises the 4P approach. This ensures that vulnerability (including adult safeguarding) remains on the radar at strategic level, and demonstrates the force commitment in this area. It drives the operational activity below and ensures a problem solving approach. Departments are required to report on specific areas within this plan.

Roll out of a Vulnerability Training Package

This specifically covers mental health, suicide, adults at risk (reporting concerns and the Vulnerability Assessment framework). It covers the ideas around 'Making Safeguarding Personal' to ensure officers understand the issues of gaining consent from individuals to share information with partners and discussing with individuals the outcomes they would like. Additionally the training is delivered by an officer who talks of his own struggles with mental health and provides a first-hand perspective to staff. This training is in addition to mandatory Domestic Abuse training for officers.

Development of Community MARAC

This has been developed with partners to consider cases of vulnerable persons in the community to deal with issues around anti-social behaviour and hate crime. It has already had success to put in place multi-agency plans and used civil injunctions to protect vulnerable persons in our force area, and take a problem solving approach to community issues. This multi-agency approach allows COL to consider both Making Safeguarding Personal, and the think family approach due to the representation from agencies.

As per the multi-agency audit, the external COLP website has been updated to include an area around Adults at Risk, to signpost individuals where to report concerns and link to the Corporation of London site for help and advice.

Specialist Investigation and Safeguarding

The Public Protection Unit continue to promote messages around adult safeguarding, supporting national awareness weeks on Domestic Abuse, honour based violence and Stalking and Harassment. As the main referral unit,

they assess all reports of adult safeguarding concerns and work closely with adult and children's social care, along with other agencies to ensure a joined up and multi-faceted approach. Senior managers continue to engage with both the adult and children's Safeguarding Boards with a high level of attendance at meetings.

Economic Crime have begun the task of adopting Operation Signature, a National procedure, to ensure that vulnerable victims of fraud are identified and safeguarded by the City of London Police. This will be an on-going piece of work in to the next year.

Complaints involving Adult Safeguarding Concerns

There have been no adult safeguarding concerns that have been raised through the complaints process within COLP. The Professional Standards Department will raise these directly with PPU if they arise.

Metropolitan Police Service (MPS) – Hackney

Hackney MPS continue to work hard to ensure that Vulnerable Adults within our community are safe and protected with those who offend against them being brought to justice. We seek to ensure that our police policies and procedures are fit for purpose with escalation mechanisms and officer expectations clearly demonstrated.

Hackney MPS recognises the importance of the Hackney & City Safeguarding Adults Board and the strategic work it does. We show our commitment through our attendance at the board, sub groups and linked events where we seek to work closely and collaboratively with our partners to ensure safeguarding.

Some notable Adult Safeguarding successes this year for MPS Hackney Safeguarding include:

Acquisition of the first Criminal Behaviour Order for Domestic Abuse

Hackney police sit on and work closely with MARAC and the VAWG strategic & operational groups, both of which are closely aligned to Adult Safeguarding. Our Community Safety Unit at Hackney MPS recently secured a Criminal Behaviour Order for domestic abuse against a violent DA perpetrator. The order, believed to be the first of its kind to be imposed in England and Wales requires the perpetrator to inform police if he is in a relationship for more than 14 days and it also allows police to inform the woman of his previous violence against women under the Domestic Violence Disclosure Scheme. The victim in this case was vulnerable through her immigration status and had been subjected to a horrendous ordeal by the perpetrator following a sustained campaign of domestic violence. The court heard that he banged his victim's head on the floor and strangled her, inflicting blunt force trauma injuries to her head. Following his arrest and while in custody the suspect continued

to intimidate the victim and whilst on bail before his court appearance, he assaulted another woman he was in a relationship with. The suspect admitted to two counts of actual bodily harm, perverting the course of justice and witness intimidation and on 14 February 2017, he was sentenced to 46 months in prison.

Reflection & Improvement

Hackney MPS has been more reflective this year with regards to the role we play in adult safeguarding. Through this self-reflection, evaluation and by listening to our partners Hackney MPS has identified areas where we can change, improve and better understand our role within the adult safeguarding arena:

We recognise the need to embed Making Safeguarding Personal and Think Family into the way we work - We need to improve the confidence and satisfaction of our service users with their police interactions. We will do this through increased targeted and forward planning of attendance by front line staff at Multi-agency training and our interactions with service users will be monitored through our monthly Borough satisfaction meetings in conjunction with customer call backs and reflection.

Between March 2016 & April 2017 police generated 4349 Adult Come to Notice (ACN) Merlins for Vulnerable Adults within our community of which 49% (2107) were referred to Adult Safeguarding.

For the same period, April 2015/6 police raised 3697 ACNs with 1904 (52%) being referred to Adult Safeguarding. This has seen an overall 3% drop in police ACN referrals.

This year we are working closely with our Adult Safeguarding Partners at Hackney to ensure that our Adult Come to Notice referrals to Hackney Adult Safeguarding meet the thresholds and referral expectations of our partners. We will do this through single and joint dip sampling of those referred and those not referred together with comparison data against other Boroughs and Safeguarding Adults capacity.

We recognise the need to provide Adult Safeguarding with reassurance that our custody procedures ensure that persons who work with vulnerable adults, if arrested, are properly referred in accordance with the Notifiable Occupation Scheme. We are currently working with our internal Met Detention alongside Adult Safeguarding to ensure robust processes and pathways are in place.

Healthwatch Hackney

Local Healthwatch services share a common purpose to ensure the voices of people who use services are listened to and responded to. We provide unique insight into people's experiences of health and social care issues across in our area of operation; we seek to be the eyes and ears on the ground telling us what matters to our local communities.

In this context our work with the City and Hackney Safeguarding Adult Board is to support its agenda by promoting safeguarding training, act as a 'critical friend' to the Board, advise on public engagement and report safeguard incidents appropriately where we come across them.

This year we have trained our board, staff and volunteers to identify safeguarding incidents and how to report them. In the last year none of the complaints we dealt with raised safeguarding issues.

Healthwatch City of London

All Board Members, volunteers and staff have attended safeguarding training. Safeguarding is an agenda item at all Board and Team meetings. Safeguarding questions have been brought up at external meetings such as with the London Ambulance Service.

Staff have participated in the City & Hackney Safeguarding Adults Board and its sub-committee on engagement and communication. City of London Healthwatch also attends the City of London Adult Safeguarding Sub Committee.

There have been no complaints relating to safeguarding or safeguarding issues during this period.

Homerton University Hospital NHS Foundation Trust

Top 3 successes:

- Safeguarding Adults Levels 1 and 2 training are mandatory and emphasise staff members' responsibilities in regard to Safeguarding Adults.
- There is a Safeguarding Module on the 'Datix' clinical incident reporting system. This specifies the nature of the abuse and the desired outcomes of the adult at risk. The Homerton Safeguarding Adults Team (HSAT) review these forms weekly to check Safeguarding referrals have been sent, if appropriate, and give advice to the staff who raised the concern.
- The Lead for Adult Safeguarding chairs the MCA/DoLS group, which is attended by neuropsychologists, psychiatrists and the LBH Adult Safeguarding Lead. This acts as an expert resource for queries arising about MCA and DoLS, e.g. arranging for the MCA assessment form to be a template on the Electronic Patient Record (EPR), updating the MCA/DoLS policy and delivering training.

Top 3 things to work on:

- Compliance with completion of Level 2 Safeguarding Adults training needs to increase from 74% to 90%.

- The terms of reference of the Homerton Safeguarding Adults Committee need to be reviewed and embedded, to check the appropriate reporting structures are in place for safeguarding issues.
- The MCA/DoLS policy and procedures need to be updated to reflect the current legal position on DoLS and the Trust responsibilities in this regard.

Making Safeguarding Personal

- One of the questions in the Safeguarding Module on the 'Datix' clinical incident reporting system is, 'What outcome does the adult at risk want from the safeguarding process?'
- Safeguarding training Level's 1 and 2 make reference to Making Safeguarding Personal.

Adult safeguarding concerns raised through our complaints processes

The HSAT monitor feedback from complaints in two ways:

- A member of the team attends the weekly Complaints, Litigation, Incidents and PALS (CLIP) meeting for Integrated Medicine and Rehabilitation Services (IMRS), which is the largest directorate in the Homerton. To date, none of the complaints discussed in that forum have had a safeguarding component.
- The HSAT shares an office with the Head of Patient Experience and any feedback from patients that may constitute a safeguarding issue is discussed informally, to see if further action should be taken. To date, no safeguarding referrals have arisen via this route.

Supporting the implementation of Think Family

The HSAT work closely with the Homerton Children's Safeguarding Team, to ensure that the needs of children and families are considered and addressed in all safeguarding concerns, as follows:

- A joint committee meeting is held quarterly, at which issues related to adults and children are discussed.
- The lead nurse for adult safeguarding attends the Children's Team's psychosocial Meeting on a weekly basis, to oversee the transition of any children from Children's to Adult Services.
- The HSAT attended a Domestic Abuse Study Day, convened by the Children's Safeguarding Team, on 3.11.16, and uses the information gained there to refer families to appropriate services.
- The Adult and Children's Safeguarding Teams are working together on a project to highlight FGM on the Homerton's Electronic Patient Record system

St Barts Health

Top 3 areas of good practice

- The safeguarding principles set out in the Care Act (2014) have been incorporated into the Trust policies, processes and training materials this year. One of the most important changes to the work is the emphasis that is now placed on the needs and wishes of the person experiencing the abuse or neglect. 'Think family' has been signposted in the nursing admission assessment tool that has been implemented across the Trust this year.
- There is clear evidence that people with learning disabilities have greater levels of health need, unequal access to health care and poorer health outcomes including premature death. The Trust has undertaken a number of initiatives to meet Healthcare for All, (DH, 2008). This includes to flag all patients known to the local learning disability teams in the 3 boroughs (Newham Hospital remains an exception until IT system is merged). Reasonably adjusted care pathways in place supported by the use of the Hospital Passports and easy read materials. St Barts was part of the national pilot of the mortality review and will use early findings from this project to influence health care that improves the outcomes for people with learning disabilities.
- Initiatives undertaken to raise awareness of the Mental Capacity Act and Deprivation of Liberty Safeguards, include
 - a) A programme of face-to-face training which covered all adult in-patient and community teams across the Trust, at all levels up to and including the Trust Board. 242 training sessions on DoLS and Mental Capacity Act were held in the 12 months to August 2016, with almost 2,500 staff attending one or more of these.
 - b) An MCA / DoLS awareness week was held, with stalls, awareness raising events and circulation of relevant materials on each Trust site.
 - c) MCA-DoLS champions were recruited in all in-patient areas and have all received additional training.
 - d) An audit conducted at the beginning and end of the Commissioning for Quality and Innovation (CQuIN) period showed that by the end of the period (April 2016) there had been an increase of 52% in the number of capacity assessments undertaken across the organisation and DoLS applications were made for 97% of eligible patients.
 - e) The administrative systems have continued to be developed to meet the increased volume of DoLS applications. These will be reviewed following in light the recommendations from the Law Commission consultation

Priorities for the next 12 months

Following a period of change and consultation we will publish our joint adult and children safeguarding strategy this year. The strategy will focus on work to develop safeguarding leadership, governance and investment in our workforce.

The top 3 priorities will be

1. Agree a training strategy in line with the new intercollegiate document, the STP and other partners
 - To work collaboratively with the others to create multi-agency accessible training
 - To develop a range of training options including inter-professional team simulation training events, scenario based interactive learning/e-learning and attendance at multi-agency safeguarding strategy meetings and conferences.
 - To align safeguarding adult competency assessment and compliance to appraisal and clinical/case supervision
2. To agree a process to strengthen shared learning from incidents
 - Monitor's framework for governance reviews (2015) recommend that there is a culture of continuous learning so our aim for this year is that learning reviews and dissemination are integrated into the governance and assurance framework for safeguarding adults
3. To strengthen practice around personalisation and advocacy
 - We will work more closely with local authorities to ensure that the patient focussed outcomes are shared and direct the safeguarding work
 - We will establish a system to monitor IMCA and other advocacy referrals where indicated

East London Foundation Trust

Top 3 Successes:

- Improved involvement with the CHSAB Board and sub groups
- Last year's CQC inspection, in which the Trust achieved Outstanding, acknowledged that the Trust is good at keeping people safe
- Introduction of online Level 1 and Level 2 Adult Safeguarding

Top 3 Things to Work on in Coming Year:

- Improving the level of Adult Safeguarding training compliance of staff throughout the City & Hackney Directorate

- Working with the LBH Adult Safeguarding Lead to clarify the threshold and improve reporting of Safeguarding concerns, especially from the inpatient wards
- To clarify and streamline reporting processes between ELFT and LBH

Making Safeguarding Personal (MSP) in our adult safeguarding practice

There is work going on across the Trust with the Trust's Head of People Participation (Service User involvement) to ensure that we have systems in place that ensure that MSP is a core component for individuals who are subject to safeguarding adults process. This includes considering how we might use focus groups with service users to get feedback.

Report on how your agency has supported the implementation of Think Family approaches locally

We are taking a number of steps to imbed the principles of "Think Family" into practice. It is an important element of our on-going staff training. In our local C&H level 3 Safeguarding refresher training, one of the sessions is facilitated by Tom Richardson, from Hackney CSC Troubled Families team. The title of the session is 'The Whole Family Approach.' Dr Lenny Fagan is also running a session on parental mental health and children. We will also be undertaking a local audit looking at practitioners recording of family demographics on RiO.

Housing Providers

Housing providers from Hackney and City of London are represented on the CHSAB by Genesis Housing Association. This is a new arrangement that commenced during 2016/17. It does this through linking with the London Housing and Safeguarding Group, the Hackney Better Housing Partnership and City of London Housing Department.

The role of Housing Providers in safeguarding was formalised by the Care Act 2014. Since these changes came into force in April 2015. Housing Providers operating across Hackney and City of London have been implementing changes to strengthen their approach to safeguarding

Key achievements have included:

Training:

- Classroom-based training focussed on ensuring staff gain skills and awareness appropriate to their role. For example, Genesis has sessions for Operatives, all staff in Look Ahead have received classroom-based training on safeguarding adults in the last 2 years
- E learning on Adult Safeguarding. For example all staff at Genesis have completed this

- Housing providers have engaged with the training provided by the Board and found this a useful forum to engage with partners as well as develop understanding, skills and awareness.

Governance:

Housing Associations have developed robust governance structures ensuring there is appropriate scrutiny and assurance around safeguarding. Examples include:

- Genesis has a Safeguarding Committee chaired by the Director of Care and Support, a Safeguarding Operational Group and an internal case review group to ensure that all learning is embedded and processes are improved to avoid cases escalating and a situation arising in which a customer is harmed. Regular reports are provided to these groups, managers, the Executive and the Board.
- Look Ahead have a Safeguarding and Serious Incident Group which is led by the Director of Care and Director of Quality & Performance. This group provides assurance and ensures compliance; including but not limited to commissioning deep dives into serious incidents, reviewing KPIs, monitoring data and identifying trends and ensuring an appropriate culture is in place to support effective safeguarding.

Leadership commitment to Safeguarding. Examples include:

- A Head of Safeguarding post in Genesis to lead the safeguarding agenda.
- Training for the Genesis Board, Executive, Directors and Heads of Service.
- Southern Housing Group has delivered safeguarding adults training to their Directors and Heads of Service.

This work will continue throughout 2017/18 with Housing Providers continuing to strengthen their approach to safeguarding adults. Examples of work to be delivered include: Southern Housing Group rolling out a new training programme to all staff; and Genesis developing a new safeguarding system to support better quality case management. There will also be continuing work to establish better links between the Board and Housing Providers, ensuring that learning is shared with and embedded within organisations.

Hackney Council for Voluntary Services

Top 10 highlights to Safeguard Adults 2016-2017

1. Enabled the VCS to directly contribute to the CHSAB strategic plan 2017 - 2018

2. Over 252 members of the VCS accessed learning opportunities on adult safeguarding
3. Facilitated a discussion about hidden challenges when making referrals with Adult Social Care Team Managers. This led to revising the referrals systems
4. Assisted user stakeholders to share their views on the style and content of the new City and Hackney website
5. Participated in the Training and Development Sub Group and Serious Adult Review (SAR) Sub groups
6. Improved safeguarding awareness amongst LBH grant applicant and grant holders supported the grants team to roll out the safeguarding tool kit
7. Proactively supported work to eliminate violence against women and girls and FGM at policy level and at community level with a range of communities
8. Embedded Safeguarding in Hackney CVS and continued to host the Training teams safeguarding offer at Hackney CVS
9. Delivered a key training session with the Social Care Institute for Excellence - Writing a Better Safeguarding Adults policy
10. Adopted a new networks based approach to embed safeguarding in key networks such as Hackney Refugee Forum and updated the adult safeguarding Health check

Over the last year Hackney CVS has played an ambassador role in safeguarding adults' key safeguarding messages across the Community and Voluntary sector in City and Hackney. The following is a summary of our top 10 highlights for the year. The adult VCS workforce comprises funded and commissioned organisations that provide a range of services to adults aged 18 years and over in Hackney. Overall many more VCs organisations and residents talk about safeguarding and understand its relevance to their service users, staff and volunteers.

The following achievements stand out

- Participation in policy and planning of CHSAB
- Our safeguarding focus with organisations that support migrant and refugee communities
- Awareness of the safeguarding needs affecting older people.
- Work with LBH Grants Team to meet the Adult Safeguarding Audit and compliance requirements

Participation in Subgroups

- Communication and Engagement Hackney CVS actively contributed to the strategic plan and actively encouraged VCS organisations and their service users to share their views on the ideal CHSAB website.
- Jackie Brett has attended the SAR sub groups and gained an insight to key messages for professionals and practitioners within health and social care.
- Kristine Wellington attended the Training and Development Subgroup. The learning and development courses have been identified that will boost VCS workforce skills. Safeguarding Leads training, Advocacy and in-house courses on Mental Capacity Act 2005

Being on the CHSAB has been very informative for the wider transformation work that we are involved in as it highlights the issues that recur. It has been good that the Board now has a Housing Association representative on the board.

During this period we have engaged Hackney Refugee Forum, a network comprising of migrant and refugee organisations in Hackney. The members add one hour of safeguarding to their network meeting and address key concerns such as; violence and domestic abuse, Mental capacity issues, the role of advocates, making referrals, increased awareness of financial abuse and promotion of the CHSSB Adult workforce training. We have also engaged with more organisations that raise concerns about the threshold requirement and needs of older people, particularly VCS organisations that do not speak English as their first language or groups that have less understanding of their safeguarding rights and hesitate to blow the whistle.

Hackney CVS has worked closely with the CHSAB to support the VCS to understand and meet its safeguarding compliance requirement. In particular to ensure the sector has a working knowledge of the principles outlined in the Care Act 2014. Particularly frontline organisations working with refugee and migrant communities, faith, tenants groups, and family support organisations.

This year we worked closely with the Council officers to ensure that grant holders met the safeguarding requirements outlined by the Place for Everyone Grants Team. In addition we have supported organisations in how to meet key public sector stakeholders that work on safeguarding.

Conclusion

We look forward to the development of a website that can be accessible to the people of Hackney as well as professionals. I would like to acknowledge key community stakeholders. Safeguarding leads from the VCS, Health Watch City and Hackney, One Hackney, Connect Hackney, Hive / POhWER, User Led training team and the Health and Social Care Forum members.

City of London - Trading Standards

The City of London Trading Standards Service receives around 2000 complaints and enquiries from consumers living in the City and across the UK every year. These relate to problems with businesses primarily linked to the Square Mile that may have treated consumers unfairly, supplied unsafe goods, failed to provide services using reasonable care and skill or simply defrauded them of money. There is a particular emphasis on investment fraud within the City and Trading Standards are a key partner of Operation Broadway. This is a multi-agency project that has been operational since 2014 and partners include the City of London Police, Metropolitan Police, the Financial Conduct Authority, Action Fraud and HMRC. The Trading Standards team speak to many victims of investment fraud and make safeguarding referrals to Adults Services where vulnerability is an issue. The team also offer to talk to local resident groups with a view to target hardening and preventing financial abuse in the future.

London Borough of Hackney - Trading Standards

Hackney Trading Standards treat doorstep crime and scams as a service priority. We refer any victim of financial abuse to Adult Care Services. We will liaise with the Adult Safeguarding Section together with other agencies such as The Police, Age Concern and London Fire Brigade to put together action plans and to carry out joint visits. Hackney Trading Standards cannot prevent every resident from becoming a victim of doorstep crime or scams but we are working towards the elimination of repeat victimisation.

In the first quarter of 2017 we carried out two direct interventions as a result of live doorstep crime reports that resulted in saving the two residents in question a combined total of £22,000. Both residents were extremely vulnerable with one suffering from dementia and the other suffering from mobility problems and anxiety. We subsequently identified evidence of further cross border offending and associated money laundering. The case is still under investigation but the residents have had substantial support and target hardening from Trained Officers and referrals have been made to safeguarding in order to get them the support they require.

Plans for 2017/18

We will build on what we did in 2016-2017, **under the 4 agreed aims of the CHSAB strategy:**

Our aim is to raise awareness of adult safeguarding and together learn from experience

- We want to be in a place where we have identified the gaps where safeguarding adults needs should be promoted and raise awareness of safeguarding adults in the community
- We want to engage with people who use safeguarding services and include their feedback into our plans
- We want to promote safeguarding either through a conference or themed week/month so that we reach the widest audience
- We will ascertain whether staff and volunteers have learnt from the SARs, that actions from the SARs are delivered, and the impact of learning is evaluated
- We will continue to evaluate everyday practice through multi-agency audit of individual cases

Our aim is to promote an open culture

- We want to ensure that people who need advocacy during safeguarding activity receive it
- We want to be proactive in preventing risks to socially isolated residents
- We will keep abreast of the impact of resource reductions and service redesign in the public sector on vulnerable adults in respect of adult safeguarding i.e. Local authorities, Police, CCG etc.
- Members of the CHSAB regularly will demonstrate that they hold each other to account

Our aim is to improve the competency of all those involved in safeguarding activity

- We will continue to work to embed the Making Safeguarding Personal approach to safeguarding adults in practice across the partnership
- Common principles for supervision of safeguarding adults practice will be agreed and adopted across the partnership
- We want the CHSAB to have a set of shared resources/tools to use in training and briefings that supports consistency in the approach to and practice of adult safeguarding

- We will continue to learn about new themes/emerging concerns/ issues in adult safeguarding in order to be effective as a CHSAB partnership (including cross cutting issues with the City and Hackney Safeguarding Children's Board and local Community Partnerships)

Our aim is to understand how effective adult safeguarding is across the communities we work with

- We will agree a set of safeguarding data, in order to inform and improve services
- We will establish an agreed format for presenting this data which is understandable to all agencies and is regularly reported/ presented to the CHSAB
- We want to improve communication between those involved in safeguarding adults and improve the appropriateness and proportionality of referrals (concerns)
- The data set, which will include data from partners will be a 'live' dashboard that assists in supporting the work of the CHSAB and demonstrating achievements i.e. Making Safeguarding Personal outcomes etc.
- We will benchmark safeguarding data against similar boroughs

(For Full Information of our plan for 2017-2018 – Please see Appendix A

Appendix A:

CHSAB Annual Strategic Plan 2017-2018



The CHSAB Plan addresses the Six Principles of Adult Safeguarding: Empowerment, Protection, Prevention, Partnership, Proportionality and Accountability.

Partner	Lead
London Fire Brigade Hackney (LFBH)	Stephen Dudeney
City of London Corporation (CoL)	Chris Pelham
Homerton Hospital (HUHFT)	Lesley Rogers
City & Hackney CCG (CHCCG)	Jenny Singleton
Hackney CVS (HCVS)	Kristine Wellington
Hackney Met. Police (HMPS)	Catherine Edgington
City of London Police (CoLP)	Alexander Hayman
Barts Health NHS Trust (BHHNST)	Jane Callaghan
London Borough of Hackney (LBH)	Simon Galczynski

Partner	Lead
London Fire Brigade City of London (LFBCoL)	Jon Simpson
London Ambulance Service (LAS)	tbc
East London NHS Trust (ELFT)	Dean Henderson
Public Health (PH)	Nicole Klyman
Healthwatch City of London (HWCOL)	Lynn Strother
Healthwatch Hackney (HWH)	Jon Williams
National Probationary Service (NPS)	Stuart Webber
Care Quality Commission (CQC)	Paula Eaton
City & Hackney Safeguarding Children Board (CHSCB)	Rory McCullum

Sub-group	Chair
Quality Assurance	Dean Henderson
SAR & Case Review	Chris Pelham
Training & Development	Simon Richardson
Communication & Engagement	Kristine Wellington

Sub-Committee	Chair
City of London	Dr Adi Cooper

Principle 1: We will raise awareness of adult safeguarding and together will learn from experience				
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date
<p>1. Awareness Raising</p> <p>Ensure awareness of adult safeguarding is raised across all communities in City and Hackney, particularly to reach 'hard to hear' / 'hard to reach' communities, groups and individuals</p>	<p>1. Identify and report on where there are gaps in awareness of 1 safeguarding from demographic data, based upon referral data / benchmarking, in order to target awareness raising.</p>	QA sub group	Clear and helpful information and communication channels so that awareness of adult safeguarding is increased across all communities in Hackney and feedback encouraged on experience of adult safeguarding	Dec 2017
	<p>1.2 Identify support for communicating messages (e.g. through Advocacy and Hospital Patient Representatives) and co-produce/develop appropriate forms of communication</p>	C & E subgroup	VCS groups are able to raise awareness of adult safeguarding, support people to prevent risks of abuse or neglect and inform the CHSAB how satisfied people are with the safeguarding services they receive in order to improve services	Dec 2017
	<p>1.3 Collate a SA Lead toolkit / resource list / training access support for VCS.</p>	C&E Subgroup	VCS groups are able to raise awareness of adult safeguarding, support people to prevent risks of abuse or neglect and inform the CHSAB how satisfied people are with the safeguarding services they receive in order to improve services	Jan 2018
	<p>1.4 Foster capacity building initiatives to support community groups to extend awareness of adult safeguarding and provide feedback to CHSAB on experience of adult safeguarding</p>	SG/HASC	Communicate key messages through Working Together Adult Safeguarding Conference 2017 (Carried forward from previous plan) or, alternatively through a safeguarding themed week / month with agreed messages, themes, venues, etc.	Feb 2018
	<p>1.5 Consider an approach of a "safeguarding week / month" with a series of events / awareness raising opportunities, with CHSAB partners highlighting what they are able to offer</p>	Task & Finish Group to be convened	That the CHSAB is able to populate a week / month of safeguarding awareness raising across the borough which seeks to include input from all partner agencies. For the CHSAB to monitor increases in	Feb 2018

<p>2. Service user feedback Develop and establish a model for ongoing service user and carer feedback on safeguarding services to, and engagement with the CHSAB (includes service user feedback about the safeguarding service informs the work of the CHSAB)</p>	<p>to promote this within the timeframe.</p> <p>2.1 Set up a reference group of people who have experience of safeguarding or input into the CHSAB ('experts by experience'), nominated by Members of the CHSAB, to regularly provide feedback to the CHSAB</p> <p>2.2 Consider how service user feedback could be incorporated into the safeguarding process, recommend to the CHSAB if feasible/ achievable (e.g. use survey monkey for commissioned services), and report to the CHSAB</p> <p>2.3 Produce an options paper on service user feedback for the CHSAB which outlines the pros & cons of each option, whilst capturing an overview of all current forums.</p>	<p>Adult safeguarding leads in HASC & Col</p> <p>QA sub group</p> <p>John Binding / Chris Pelham / Cynthia Davies (LBH Commissioning)</p>	<p>safeguarding concerns being generated in focused areas.</p> <p>CHAB is informed about service user experience of safeguarding and their satisfaction in order to improve services</p> <p>People who have experienced safeguarding processes influence improvement in practice and identify areas for co-production</p> <p>The CHSAB has a clear strategy for ensuring that the user experience is gathered and is reflected in its work and subsequent business plan.</p>	<p>Jan 2018</p> <p>Jan 2018</p> <p>Jan 2018</p>
<p>3. Safeguarding Adult Reviews (SARs) SAR action plans are implemented, the learning disseminated and the CHSAB monitors the impact of learning, with a view towards this being an integral "business as usual" approach amongst partners.</p>	<p>3.1 The Communication Plan regarding lessons from SARs is implemented (includes feedback to staff, volunteers and community on lessons from the SARs bitesize learning, bespoke events, presentations, targeted training)</p> <p>3.2 Delivery of Action Plans monitored and organisations held to account by the SAR & CR sub group on behalf of the CHSAB</p>	<p>SAR & CR L & D C & E sub groups</p> <p>SAR & CR subgroup</p>	<p>Staff and volunteers know the lessons from the SARs</p> <p>Actions arising from SARs are delivered</p> <p>Impact of the learning the lessons from SARs in understood (through an evaluation framework)</p> <p>Safeguarding risks are mitigated because recommendations from SARs for improvement and development are addressed</p>	<p>Dec 2017</p> <p>March 2018</p> <p>Dec 2017</p> <p>March 18</p>

Principle 1: We will raise awareness of adult safeguarding and together will learn from experience					
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date	
	3.3. Develop mechanisms to assess the impact of learning from SARs on improving safeguarding practice	SAR & CR subgroup	As above		
4. Multi - Agency Case File Audit (MACFA) Promote learning from everyday practice through multi-agency review of individual cases	4.1. Develop and test a model of Multi-Agency Case File audit 4.2 Establish a programme for MACFA audit to assess multi-agency safeguarding practice, and identify areas for improvement, (including core elements – MSP; plus issues agreed by the CHSAB – e.g. lessons from SARs, and focus on key themes e.g. self-neglect)	CHSAB Chair & Task & Finish group	The CHSAB is assured that practice is improving, people are receiving appropriate help and support that prevents harm, lessons from SARs are having an impact, and areas for further improvement are identified	Completed and ongoing	
Progress and Impact					

Principle 2: “We will promote a fair and open culture”

Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date
5. Advocacy Ensure that access to advocacy is supported for those who need it	5.1 Analyse current low take up of advocacy in Hackney, based upon benchmarking data, and provide narrative and action plan if appropriate to address.	QA Sub-group	The CHSAB is able to evidence that advocacy services are being appropriately promoted to and accessed by Hackney / City of London residents.	Nov 2017
	5.2 Improve recording and monitoring of use of advocates in safeguarding cases through promotion of appropriate use of advocates to front line staff across relevant service areas (include in safeguarding training and briefings)	HASC T & D Subgroup	Increased use of advocates (Hackney) 90% of service users who lack capacity have an IMCA	
	5.3 HASC ensures that sufficient advocacy services are commissioned to meet demand (LBH) and report to CHSAB on use of advocacy	HASC	To see an increase in the Hackney / City of London residents receiving Care Act advocacy in safeguarding cases	Nov 2017
	5.4 Connect the ‘informal’ and registered advocates with front line staff in statutory services to improve sign posting and communication	C & E sub group	Professionals and safeguarding champions in the CVS know how to access advocates for service users who need them	Completed
6. Prevention and Early Intervention Develop proactive prevention approaches for socially isolated residents	6.1. Develop a local “Early Help” protocol and overview of services to support socially isolated individuals who lack support and may be at risk of safeguarding concerns, e.g. ‘silent patients’ in Barts, and provide sign posting to find support	Task and Finish Group Barts lead City sub-group	Socially isolated residents are supported via a range of statutory and voluntary services and provision of information in order to maintain and develop self-esteem so that safeguarding risks are prevented.	March 2017

Principle 2: “We will promote a fair and open culture”					
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date	
	6.2 Consider development of a “safer places scheme” where people are able to inform “trusted partners” of concerns in a safe environment, and are helped to make contact with respective agencies for support.	Task and Finish Group (JIB)	Agencies, including social and private housing, are able to identify support from their respective infrastructures to establish what their support “offer” is and what ability there is to identify socially isolated residents.		
	6.3 Identify the safeguarding issues for those people who don't have s.42 enquiries to see how their safeguarding risks and needs can be prevented	C&E sub group	CHSAB partners are able to demonstrate knowledge of signposting options.		
7. Impact of change Understand the impact of resource reductions and service re-design in the public sector on vulnerable adults in respect of adult safeguarding, ie Local Authorities, Police, CCG, etc.	7.1. Provide the CHSAB with information about plans, risks mitigated and the controls put in place. These would acknowledge the impact of resource reductions and service re-design in the public sector on vulnerable adults in respect of adult safeguarding. Consider updating as required, with contributions from CHSAB partners to highlight areas of concern.	HASC / CoL/CCG/ Police	Assurance to the CHSAB that mitigation of negative risks effectively reduces any potential for adult safeguarding activity	Ongoing	
8. CHSAB assurance Members of the CHSAB regularly hold each other to account and review progress	8.1 Share annual self-audits of safeguarding responsibilities (to review at an Awayday) 8.2 Regular Agency updates to the CHSAB to provide assurance that		CHSAB can demonstrate ongoing improvement in the Annual Report Poor quality issues are being addressed to prevent escalation to safeguarding	April 2018 April 2018	

<p>adult safeguarding is embedded in contracting and monitoring arrangements; quality is managed to prevent safeguarding risks; and that provider concerns are being addressed.</p>		<p>concerns and safeguarding issues are addressed by commissioners in provider services</p>	
<p>Progress and Impact</p>			

Principle 3: “We want to improve the competency of all those involved in adult safeguarding activities”					
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date	
9. Making Safeguarding Personal (MSP) Ensure that the MSP approach to safeguarding is embedded in practice across the partnership	9.1 Each partner organisation assures the CHSAB of the measures it is taking to adopt the MSP approach to safeguarding through updates to the CHSAB.	All	Making Safeguarding Personal is embedded in front line practice across all partners: adult safeguarding services are person led and outcome focused because people are supported to make their own decisions about their safety and wellbeing		
	9.2. Gap analysis of MSP training needs undertaken to inform the annual training programme – and targeted workshops are delivered for each sector on what MSP means in practice (Care Providers, Housing Providers, VCS, Health, LA, Police etc) e.g. practice workshops rerun by Ripfa to support front line staff to change their practice and implement MSP	T&D sub group	70% of service users express their desired outcomes from safeguarding (included in CHSAB Dashboard)		
	9.3 Assess the current key safeguarding forms and linked data capture to ensure this is fit for purpose and performance is regularly reported to the CHSAB.	ASC	To ensure that respective SA forms / processes are able to provide required assurance of MSP approach and performance on achieving outcomes.		
10. Supervision Good practice principles of supervision of	9.4 Safeguarding leads and champions in the CVS promote an MSP approach and MSP is embedded in their policies and practice	QA Sub-group C&E sub-group	CVS consistently promotes person centred and outcome focused approach in safeguarding practice		
	10.1 Commission (Bournemouth University) to develop and provide proposal alongside the BU competency standards)		Staff are supported by effective supervision in delivering adult safeguarding services which enhances their confidence and competence in working with risk and		

<p>safeguarding practice are agreed and adopted across the partnership (including debriefing and support from complex/traumatic cases)</p>	<p>10.2 Newly appointed Hackney Principal Social Worker to liaise with PSW network to establish if this proposal has been progressed in other places</p>	<p>H PSW</p>	<p>decision making Learn from other areas applied in City and Hackney</p>	
<p>11. Training & communication resources CHSAB has a set of shared resources / tools to use in training and briefings that supports consistency in the approach to and practice of adult safeguarding.</p>	<p>11. 1. Collate and disseminate shared resources etc including: simulation exercises; YouTube videos; table top exercises (MDS) 11.2 Identify and share / promote good practice, e.g. on Mental Capacity Act (MCA)</p>	<p>T & D sub-Group C&E Sub-group T & D Sub-group</p>	<p>Staff across the partnership have a shared understanding and approach to adult safeguarding Communication is varied in approach and appropriate for different audiences and staff groups CHSAB partners are familiar with resources promoted via the MCA Forum, including the MCA Competencies.</p>	
<p>12. CHSAB Learning Improve understanding of new themes/ emerging concerns/ issues in adult safeguarding in order to be effective as a CHSAB partnership (including cross cutting issues with the City and Hackney Safeguarding Children's Board and local Community Safety Partnerships</p>	<p>12.1 CHSAB seeks to keep itself aware of key subject areas via other general agencies and identifies areas where it could assist in the promotion of good practice, via briefings and presentations to the CHSAB on: Law Commission Review; Child Sexual Exploitation County Lines Modern Day Slavery (with annual review of CHSAB protocol) Homelessness/ Rough Sleepers Sex Working Domestic Violence Financial abuse, including scamming</p>	<p>ALL AS Leads C&F leads Police Chris Pelham</p>	<p>Increase awareness of CHSAB Members on new themes/ emerging concerns/ issues in order to identify any areas of shared development and planning Increased referrals linked to subject areas.</p>	
<p>Progress and Impact</p>				

Principle 4: “We will understand how effective adult safeguarding is across the communities we work with”					
Priority	Action	Lead Individual, sub-group chair, or agencies	Outcome(s)	Target Date	
13. Dashboard development Collect agreed safeguarding data, including a reflection of the service user’s journey, in order to inform and improve services. Establish an agreed format for presenting this data which is understandable to all agencies and is regularly reported / presented to the CHSAB	13.1 Clarify and agree a consistency of reporting and responses to safeguarding concerns across the partnership	QA Sub-group	CHSAB is provided with adult safeguarding data that can inform development priorities and show the impact of changes in practice		
	13.2 Agree how vulnerability is recognised and managed within the respective CHSAB partner services.	QA Sub-group	Consistency of approach to delivering adult safeguarding services across the partnership		
14. Feedback mechanisms Improve communication between those involved in safeguarding adults and improve the appropriateness and proportionality of referrals (concerns)	14.1 Agree a protocol for feedback/communication between partners	QA Sub-group	Improve communication between partners		
	14.2 Report/monitor the response rates back to referrers and analyse by source, feedback on appropriateness and actions taken	QA Sub0group	Improve appropriateness of referrals for safeguarding enquiries		
Progress and Impact					

City & Hackney Safeguarding Adults Board

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Committee(s)	Dated:
Safer City Partnership Strategy Group	3 November 2017
Subject: Review of the Serious and Organised Crime Board	Public
Report of: John Simpson Chairman, Serious and Organised Crime Board	For Information
Report author: Jane Anson, Policy Officer, Town Clerks Department	

Summary

At the Safer City Partnership (SCP) Strategy Group meeting on 15 September, the Chairman requested a Review of the Serious and Organised Crime Board (SOC).

This report reviews the work of the Board and outlines details of the Board's strategy, activities, governance arrangements, together with roles and responsibilities. It also offers an indication of the current threat from such different types of crime and what steps will be taken to disrupt organised criminal activities in the City, as well as outlining how the Board will prioritise its work.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background

1. Serious and organised crime has long been recognised within the Home Office's Strategic Policing Requirement as a National Threat (together with terrorism, cyber security, public order, civil emergencies and child sexual abuse). The Government's Serious and Organised Crime Strategy 2013, sets out under 'the 4 P's' (Prepare, Prevent, Protect and Pursue) the measures expected of law enforcement agencies and other partner agencies to tackle the problem.
2. In the City of London, organised crime has been a priority in one form or another for the City of London Police. Despite overall numbers of serious and organised crime being small in the City, the threats and risks posed by organised crime could have a harmful impact on residential, business and visiting communities, as well as damage to crime performance and loss of public confidence.
3. The Serious and Organised Crime Strategy recommended the establishment of Local Organised Crime Partnership Boards (OCPB) which would include local

authorities and agencies and in the case of the City of London Corporation, the City of London Police (CoLP) to lead the partnership through the production of local profiles. According to the Strategy, the work of these boards should be informed by serious and organised crime local profiles.

4. The SOC Partnership Board was established in 2016 to provide an advisory function; setting a strategic and business direction for the City of London Corporation and the CoLP in order to bring a full range of powers to bear against serious organised crime to reduce its impact in the City (see Terms of Reference in Appendix A).
5. The purpose of the Board was to provide a forum to deliver the most appropriate partnership interventions against the areas of organised crime of most concern in the City. Two Serious and Organised Crime Local Profiles have been produced by the CoLP – the last one was completed December 2016. The third Profile is currently a work in progress and should be completed by the end of November 2017. It is envisaged that the Profile will contain sufficient information to support meaningful decision making by the Partnership Board in respect of work streams for the year ahead.
6. John Simpson (Chairman) and Jon Averbs (Deputy Chairman) met with John Pennycook who heads the Home Office's Serious and Organised Crime Unit. His team engage with forces and partner agencies in London and the South East. It was at this meeting that John Pennycook indicated that the City of London SOC Board was one of the most developed in London.

Key crime priorities

7. Bringing OCGs to justice is important but the main focus around work in this area is to disrupt the activity of the groups and make it unviable for them to continue their activities. Following discussions with the Home Office, the SOC Board formulated a plan to look at the eight key crime areas specified in the Government's Strategy:
 - a. Cyber attack
 - b. Fraud and cyber enabled crime
 - c. Financial crime and money laundering
 - d. Modern slavery and domestic servitude
 - e. Organised and acquisitive crime
 - f. Vulnerable persons, including Child Sexual Exploitation
 - g. Intellectual property
 - h. Blackmail and kidnap
8. All but intellectual property, blackmail and kidnap have been presented to the Board and we aim to have the whole list completed by the end of November. Appendix B contains an action sheet showing the key priorities.

Increased Partnership working

9. A key element of the Serious and Organised Crime Strategy is the requirement to increase partnership working around organised crime across all agencies. It is widely recognised that different agencies hold important information that would allow the CoLP to exploit more sophisticated techniques to tackle organised crime for example, organised sexual exploitation and modern slavery. Most Organised Crime Groups (OCGs) will remain the lead responsibility of the Police but even in respect of these, partnership agencies have a key role to play in support of the Pursue, Prevent and Protect strands.
10. Serious and organised crime is recognised as a significant threat to both the City of London and the UK as a whole. The Government's Serious and Organised Crime Strategy places considerable emphasis on partnership working and it is important that the Board understands what needs to be done to tackle the issue within the City of London.
11. This requirement was emphasised all the more following last year's HMIC's Effectiveness Inspection of the CoLP. This was the second time that SOC had been part of the inspection. As with most forces, the CoLP had the right processes in place to identify and assess organised crime groups and their ability to pursue them. However effective partnership working at a local level required improvement in relation to data sharing: the 'force's ability to use intelligence to develop its understanding of the wider threats from serious and organised crime is hampered by poor intelligence collection and a lack of data from other organisations'. To this end, the SOC Board will seek to increase working ties with partnership agencies to ensure that Organised Criminality is a shared priority, including data sharing protocols. HMIC will be carrying out another inspection in November 2017.

Going forward

12. The Home Office is currently reviewing the Serious and Organised Crime Strategy. The intention is to build on the progress that has been made since the launch of the 2013 SOC Strategy and 'learn from the local initiatives that exist across the country'.
13. The priorities of the review will include:
 - a. Improving intelligence capabilities, information exchange and understanding of the threat
 - b. Articulating the SOC threat and 4P framework more clearly
 - c. Driving a more comprehensive response by increasing focus on building resilience and reducing vulnerability to SOC
 - d. Strengthening emphasis on partnership working and local delivery.
14. With this in mind, all partners have been asked to provide their current priorities and to highlight which of the eight priorities are relevant to their area of service. The aim will be to:

- a. Reduce the number of priorities to three/four.
- b. Ensure that intelligence regarding organised crime is shared effectively among partners to maximise a collective response.
- c. Determine how the powers of the police and partners can be brought to bear in order to have the greatest impact on disrupting and dismantling organised crime.

Conclusion

15. Whilst the threat from organised crime within the City of London is comparatively low, there is no room for complacency. The changing landscape of criminality and emerging organised groups mean that new ways of disrupting criminal activities have to be found. Cyber-crime, human trafficking and organised child sexual abuse all require appropriate partnership arrangements if we are to continue to keep the City a safe place to work, visit and reside.

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Annex A

Serious Organised Crime Board Terms of Reference

1. Background

Organised crime represents a serious risk of harm to the City of London. While the overall numbers of crime in the category of serious and organised crime may be small in the City, it could have an impact on residential, business and visiting communities. Given the nature of these crimes, it could also have an impact on public confidence as well as an increase in the fear of crime.

Local authorities and the police have a duty to protect the wellbeing of their communities. Under section 17 of the Crime and Disorder Act, councils have a responsibility to do all that they reasonably can to prevent crime and disorder in their area. With support of the Community Safety Team, the Safer City Partnership will have access to intelligence, community safety and safeguarding powers that can prevent criminal activity and minimise the impact on local communities and businesses.

2. Purpose

The Board's functions will be **advisory**; recommending strategic and business direction for the City of London Corporation/City of London Police.

The Board will look at tackling serious and organised crime, with the help of the following functions:

- Crime-reduction: efficient and effective activities to combat organised crime and serious crime are carried out.
- Criminal intelligence: gathering, storing, processing, analysing, and sharing information.

3. Terms of Reference

The Board's Terms of Reference will be in accordance with the National Strategic Assessment of Serious and Organised Crime which includes eight key priorities or risks posed by serious and organised crime impacting on the UK:

- Child sexual exploitation and abuse
- Firearms
- Organised immigration crime, human trafficking and modern slavery
- Cyber crime
- Money laundering
- Drugs
- Economic crime
- Organised acquisitive crime

The Board will follow Home Office guidance [Serious and organised crime local profiles: a guide](#) 13 November 2014 aimed at the police and local partnerships using Local Profiles to inform their action plans as stated below:

- The police will lead the partnership through the production of Local Profiles.
- Profiles should outline the threat, vulnerability and risk from serious organised crime within the force area.
- Multi-agency action plan to drive work of local partnerships.
- The effect must be to bring the full range of powers to bear against serious organised crime to reduce its impact in the local area.

The Board's activities will also:

- provide a partnership response to threat from serious and organised criminality in the City
- shape priorities for reducing this threat
- ensure that intelligence regarding organised crime is shared effectively among partners to maximise a collective response
- determine how the powers of the police and partners can be brought to bear in order to have the greatest impact on disrupting and dismantling organised crime.

4. Roles and Responsibilities

The Board will be chaired by John Simpson, a deputy chairman will be appointed to cover for his absence.

While every effort should be made for senior representation on the Board, nominated representatives will be encouraged to maintain full membership at all Board meetings.

5. Governance and Structure

The terms of reference will be reviewed and agreed by the Board on an annual basis.

The Community Safety Team to consult regularly with the Chairman to ensure scheduled agenda items are pertinent and timely.

A review of effectiveness will be conducted on an annual basis, and findings will be used to improve performance going forward.

Minutes of the Board will be circulated for approval by members. A copy of the minutes will be made available to officers upon request to the Secretariat.

A quarterly activity report will be submitted to the Safer City Partnership and to the Police Committee and Health and Wellbeing Board where appropriate.

Observers may be asked to leave the meeting for closed items. Closed items will be redacted in the version of the minutes that are published

6. Composition

Chairman: John Simpson MSc GIFireE
Borough Commander, City of London

Members:

Peter Lisley	Town Clerks Deputy Chairman of SCP, CoL
Richard Woolford	Commander of Operations, CoLP
Esther Gerard-Stewart	National Fraud Intelligence Bureau Regional Organised Crime Units
Rob Ellis	Intelligence and Information, CoLP
Ade Adetosoye/Chris Pelham	Public Health, Education, Social Services, Housing, CoL
Paul Chadha	Legal, CoL
Kate Cinamon	National Probation Service or Community Rehabilitation Company
David MacKintosh	Community Safety Team, CoL
Alex Orme	CoLP Authority
Jon Averbs/Steve Playle	Trading Standards
	<i>Law enforcement agency leads (HMRC/DWP/UKBA/NCA) - co-optees only</i>
	<i>Other members as and when required</i>

Advisors:
Legal Advisor

Observers:
To be determined by the Chairman

Secretariat:
Community Safety Team

Frequency:
Monthly meetings until further notice

Annex B

Serious and Organised Crime – Action Table as at 31.01.17

Key crime area	Issues	Lead partner	Actions	Potential barriers	Expected outcomes	Rag rating (blue denotes completion)
Serious and Organised Crime Profiles	Dashboard of Serious and Organised Crime using the 4 Ps approach	CoLP	Partners to provide/share information	Available resources for analysis. Information sharing agreements		Orange
Cyber attack	Engaging with businesses especially SMEs and encouraging them to report cyber-attacks and what they can do to protect their customer information.	Partners	Counter terrorism contacts: Cheapside Alliance, London Resilience Forum, Policy and Resources Cttee. Mapping business and business rates			Orange
	Raising awareness	Partners	Education: using campaign messages about how to protect from cyber attacks Package protection	Residents especially older vulnerable people can fall victim to cyber attacks Need to circulate as widely as		Orange

			<p>messages for all residents.</p> <p>Cyber protection packages for new businesses</p> <p>Reward businesses that demonstrate that they are cyber compliant e.g. ISO9000</p>	<p>possible.</p> <p>Use the City's security protection service for businesses to encourage engagement.</p>		
Fraud and cyber enabled crime	Invite Home Office to attend SOC meetings for guidance and support	John Simpson/ Jon Averns				Blue
	<p>Developing and moving forward</p> <p>Victims of business crime</p>	All partners	<p>Regular reviews</p> <p>Share details of genuine suppliers in the City</p> <p>Share details of spoof invoices/emails etc so that they can be blocked. Encourage companies to report to the police</p> <p>Circulate alerts to employers on a regular basis</p>	Different commodities emerging/volume	Sharing information protocols -	Orange
	Operation Signature	Partners	City could tap into the	How to get the message out.		Orange

	<p>Raising awareness through education</p> <p>Communication strategy using existing products for schools</p>		<p>HO site about staying safe on line.</p> <p>Workshops with children about warning their grandparents about financial scams.</p> <p>Use social media sites – safe on line.</p> <p>Create a module as part of the PSE programme for schools about staying safe on line</p>			
	Home visits	<p>Fire brigade</p> <p>CoLP Children and Communities (Chris Pelham) Community Safety Team</p>	<p>Potential link to vulnerable people</p> <p>Discussions with Vulnerable Peoples Steering Group</p>	<p>Accessing homes of vulnerable people who live on their own. It will be necessary to enter the homes so that assessments can be made. Need to consider ways of making official visits – one way with community teams can help.</p>		Orange
	Identifying City residents – live on their own/over 65	Partners	Names and addresses	<p>How to identify?</p> <p>Assistance required</p>		

Financial crime and money laundering	Freezing assets/requesting evidence of ownership/recover assets through civil courts	CoLP	<p>Money laundering from drug trafficking – adopt Operation Broadway’s partnership approach.</p> <p>Reinvigorate Project Eclipse.</p> <p>Utilise Safety Thirst to support and advise licensees.</p> <p>Support City employers to raise awareness</p>	<p>Challenges to freezing and recovering assets.</p> <p>Returning assets to victims of financial crime.</p> <p>Criminal Finances Bill 2016-17 will allow more time for ongoing investigations/s having confidential information.</p>	Orange
Modern slavery and domestic servitude	CoL profile focus on sexual and labour exploitation, brothels, construction sites, cleaning and catering		<p>Make it a condition of the CoLC that all service providers includes a living wage in their contracts.</p> <p>List of CoL staff who visit sites etc to be ‘eyes and ears’.</p> <p>Put up Servator posters to deter criminal activity.</p> <p>Monitor</p>	<p>Migrant workers forced to work in private households can be difficult to reach.</p> <p>Markets potential locations for exploitation.</p> <p>Raise awareness - how to spot the signs.</p> <p>Organised peanut selling – intel required/share information with agencies.</p>	Orange

			<p>vacant commercial properties for fast changing ownership and collect information.</p> <p>Current Hotel Toolkit/Operation Makesafe provides information on how to deal with incidences.</p>	Training need identified. For SCP agreement.		
Organised acquisitive crime	Need to raise awareness about keeping personal belongings safe	CoLP	<p>Calendar showing police and Corporation events would be useful.</p> <p>Set up a campaign to get the message across about leaving unattended bags in licensed premises. Posters/locking devices.</p> <p>Enforce licensed holders to put in place measures that remind customers to keep their personal possessions safe.</p>	People leaving bags unattended in licensed premises.		Orange

Vulnerable persons, including Child Sexual Exploitation						
Intellectual Property						
Blackmail and Kidnap						

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Committee(s)	Dated:
Adult Safeguarding Sub Committee	28/09/2017
Subject: Financial Abuse in the City of London	Public
Report of: Director of Community and Children's Services	For Information
Report author: Adam Johnstone, Strategy Officer	

Summary

This report presents an update on the work undertaken by the Financial Abuse Task and Finish Group. The group has been established to provide a co-ordinated approach to reducing financial abuse – the second most prevalent cause of safeguarding alerts in the City of London.

Recent work has included combining a variety of datasets to produce an overview of financial abuse in the City, a public awareness raising campaign to coincide with Scams Awareness Month, and planning for a partnership event open to practitioners and the public on Monday 4 December.

A further report detailing the impact of the work of the Task and Finish Group will be presented to the Sub Committee at a future date.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The City and Hackney Safeguarding Adults Board City Sub Group has identified tackling financial abuse as a priority for the City. Financial abuse is the second most prevalent cause of safeguarding alerts in the City, making up 28 per cent of the safeguarding caseload.
2. Tackling financial abuse supports Principle 1, Priority 1, Action 1 and Principle 3, Priority 12, Action 1 of the CHSAB Strategic Plan 2017-2018. These are;

'Identify and report on where there are gaps in awareness of safeguarding from demographic data, based upon referral data / benchmarking, in order to target awareness raising.'

‘CHSAB seeks to keep itself aware of key subject areas via other general agencies and identifies areas where it could assist in the promotion of good practice, via briefings and presentations to the CHSAB on: ... Financial abuse, including scamming’

3. The Task and Finish Group brings together officers from Community and Children’s Services, Trading Standards, the City of London Police and Toynbee Hall to develop and implement a joint communications strategy and plan, which outlines our collective approach to raising awareness about financial abuse.
4. The group’s early work included producing a leaflet which is available in public buildings across the City, was circulated with residents’ annual Council Tax bills and is given to anyone registering a death at St Bart’s Hospital. More recent work has included:
 - combining a variety of datasets to produce an overview of financial abuse in the City
 - a public awareness raising campaign to coincide with Scams Awareness Month, and
 - planning for a partnership event open to practitioners and the public on 4 December.

Overview of financial abuse in the City

5. A scoping report found limited data available on financial abuse in the City. Many stakeholders consulted said they would welcome a greater understanding of the scale and trends in the abuse to further aid prevention and awareness work.
6. Data has been collected from Adult Social Care, City Police / Action Fraud and City Advice to provide a better overview of financial abuse in the City.
7. During 2016/17, the City of London Corporation received twenty nine safeguarding concerns. For concerns started during 2016/17, the most common category was neglect and acts of omission with eleven (38 per cent) of risk types recorded, financial abuse was the second most common with eight (28 per cent).
8. Seven of these related to individuals within the City. Just under half did not require a Section 42 enquiry as they either did not meet the Section 42 criteria or the person at risk did not want to take the case further. For under half of safeguarding cases, the source of risk was known to the individual and in most cases was a family member.
9. Data provided by the Police Action Fraud for 2016/17 and 2017/18 Q1 identified 26 cases in the City involving financial abuse for individuals identified as vulnerable.

10. Of the ages known 86 per cent victims were of the working age (between 18 to 64). Six out of the 26 fraud cases related to online Shopping and Auctions. For the other cases, a wide variety of different fraud types were reported. For 46 per cent of the cases there was significant impact on financial or health wellbeing.
11. City Advice provides free confidential and impartial advice to anyone who lives, works or studies in the City. It receives fewer than five contacts per year on consumer issues including sale of good matters, product safety and scams. Further information has been requested on recent cases to ascertain if financial abuse may have been a factor.
12. It is difficult to determine any patterns or trends for financial abuse cases. In just under half of cases reported to Adult Social Care the source of risk was known to the individual. Cases reported to Action Fraud tend to involve younger victims and fraud that occurs online.

Scams Awareness Month campaign

13. During the latter half of Scams Awareness Month 2017 (17-28 July), a range of activities were held to raise awareness with members of the public and City Corporation staff on how to spot the signs of scams and financial abuse and what people can do if they are concerned about someone.
14. Planned activities included leaflets drops in public spaces across the City, utilising internal communication channels to raise officer awareness and coverage in social and print media.
15. The leaflet drops were able to distribute large volumes of material and raise general awareness of the issue. Stalls at supermarkets and in the Guildhall saw the most footfall, although arranging access to the former took a considerable amount of officer time. Stalls at Residents' Open Meetings were less successful and it is questionable whether the benefits of running these sessions outweighed the costs.
16. Departmental, partner and corporate channels, such as the Town Clerk's Bulletin and the Members' Briefing, were utilised to maximise exposure of campaign key messages. The group will continue to secure space in these various channels as plans progress.
17. The social media campaign received significant exposure with 3914 impressions (potential number of times content seen). However, this exposure could have been even higher with the cooperation of partners. Many Task Group members did not retweet, share or like pre-agreed messaging or tweet similar messaging from their accounts during two week period – including City Police, Trading Standards, the City Corporation central feed and City and Hackney Safeguarding Adults Board.

18. Plans to pursue coverage in local print media did not progress. Despite prior notice, the City Corporation Media Team did not support the campaign – instead choosing to support a City Bridge Trust campaign on the same topic.

19. For a full evaluation of the campaign, please see Appendix 2.

Partnership Event

20. Plans are progressing to hold a Partnership Event on Monday 4 December in the Livery Hall at Guildhall. This will be aimed at practitioners and community leaders from the general public. It will be a practical event – where attendees will leave with tips on how to protect themselves and others from the latest scams.

21. It is envisaged that the event will consist of interactive workshops, pop up exhibition stalls and plenary sessions, with Professor Keith Brown, Director of the Centre for Post Qualifying Social Work at Bournemouth University, delivering the keynote speech.

22. Invitations will be offered to officers and partners likely to have a high amount of contact with people who are vulnerable to financial abuse and to members of the public who are well placed to support and influence others in their local networks.

Conclusion

23. This report presents an update on the City of London Corporation's financial abuse work. A further report detailing the impact of the work of the Task and Finish group will be presented to the Sub Committee at a future date.

Appendices

- Appendix 1 – Financial Abuse Work Plan
- Appendix 2 – Financial Abuse Campaign Evaluation

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Financial abuse campaign evaluation (17-28 July 2017)

Introduction:

Members of the Financial Abuse Task Group used Scams Awareness Month 2017 to promote our financial abuse preventative agenda, given the increasing prevalence of this type of crime in the Square Mile and its corresponding priority status for the City and Hackney Safeguarding Adults Board.

During 17-28 July, we ran a range of activities to raise awareness with members of the general public and staff on how to spot the signs of scams and financial abuse and what people can do if they are concerned.

Headline activities:

Headline activities	Successes	Challenges / issues	Lessons learned / recommendations
Leaflet drop in community areas across City – public audience	Able to distribute large volume of leaflets and raise general awareness of issue – good traffic at supermarket location (Barbican Waitrose) and Gild café (Guildhall) – limited success as now need to gauge levels of understanding / engagement vs awareness.	<p>Significant time spent by Strategic Comms and Engagement Manager securing leaflet drop timeslots with external organisations (supermarkets).</p> <p>Time spent running stalls – benefits versus cost. Some sessions (estate meeting) very empty – part of a bigger issue that Housing colleagues are looking into. Others (Waitrose and Guildhall café) were better with much higher footfall.</p> <p>Partner capacity /agreement to take part in proposed activity – certain divisions (those represented at Task Group) within City Police did not volunteer representatives.</p> <p>Reps down to run stall not turning up on day (apologies given later but at time session was</p>	<p>Distribution of materials does not equate to increased understanding – need to measure that by:</p> <ul style="list-style-type: none"> • seeing whether any longer-term increase in referrals / enquiries • surveying members of public to show potential behavioural changes. <p>Stick to supermarket locations for next campaign.</p> <p>Ensure stall locations have Wifi connection / space to display laptop / iPad (not always easy, get what given) and difficulty getting decision from supermarkets at all.</p>

		starting).	<p>See what 'attention grabbing' items we have that we can promote – for example, Trading Standards did not follow up providing the 'Scams and Ladders' game to other reps staffing sessions.</p> <p>If group representatives cannot support as agreed, please let overall coordinator know in advance otherwise activities may not go ahead.</p>
Raise awareness with City Corporation staff / partners	Utilising departmental, partner and corporate channels (incl. Town Clerk's Bulletin, Members' Briefing etc) in coordinated way to maximise exposure of campaign key messages.	None	Continue to secure space in these various channels as plans progress.
Social media campaign – public / all	Significant social media exposure (3914 impressions – potential number of times content seen).	Many Task Group members did not retweet (RT), share or like pre-agreed messaging or tweet similar messaging from their accounts during two week period – including City Police, Trading Standards, City Corporation central feed and City and Hackney Safeguarding Adults Board.	<p>Task Group representatives to secure agreement from colleagues required for implementation of planned / circulated social media approach.</p> <p>Ahead of forthcoming campaigns, confirmation to be</p>

		Other partners, including City Advice, various City libraries did RT but not every day.	sent to Strategic Comms and Engagement Manager that will be supporting on what days / not supporting (with reasons).
Local media coverage – public audience / all	None	Despite pre/consultation, central City Corporation media team did not support campaign – instead focused supporting City Bridge Trust campaign on same area.	Agree formally in advance whether central media team will support campaign / actions – to date, seems to have been more a last minute judgement rather than something that can be planned – continue to keep them updated of group movements for future pick-up.
<p>Overall: Before we run another campaign:</p> <ul style="list-style-type: none"> the Task Group needs to collectively agree on what business metrics we wish to define success by. From this, we will determine the communication metrics for measurement. Into this comms planning, we need to build ongoing measurement methods with target audiences to monitor change in attitudes / behaviour. Task Group representatives to secure agreement / buy-in from colleagues required to implement action plan. 			

Achieved outputs – please note where we are able to start building data on trends / longer term activity / behaviour change, we can start looking at outcomes:

1. Twitter activity – see separate paper.
2. Traffic to Safeguarding Adults webpage between 17-28 July: 210 unique page views:
<http://www.cityoflondon.gov.uk/services/adult-social-care/Pages/safeguarding-adults.aspx>

Daily digital snapshot (page promoted via social media and leaflet drop):

Day	Page views	Unique page views	Average time on page	Bounce rate
17 July	14	13	31 Seconds	66.67%
18 July	14	13	44 Seconds	66.67%
19 July	30	23	2 Mins 05 Seconds	82.35%
20 July	22	17	6 Mins 49 Seconds	73.33%
21 July	30	25	1 min 32 Seconds	68.18%
22 July	15	14	51 Seconds	77.78%
23 July	8	8	2 Mins 59 Seconds	100%
24 July	29	24	2 Mins 56 Seconds	73.91%
25 July	19	18	1 Min 30 Seconds	76.92%
26 July	22	17	2 Mins 39 Seconds	78.57%
27 July	19	18	4 Mins 44 Seconds	85.71%
28 July	21	20	2 Mins 02 Seconds	87.50%

Comparative monthly snapshot:

Month	Page views	Average time spent on page	Bounce rate (the percentage of visitors to a particular website who navigate away from the site after viewing only one page)
April	204	2 Minutes 04 Seconds	84.55%
May	242	2 Minutes 43 Seconds	80.13%

June	331	3 Minutes 32 Seconds	85.54%
July	490	2 Minutes 28 Seconds	80.23%

3. Increase in number of referrals via phone – awaiting input from members of the Task Group (Anna, Steve, Maria) for statistical data re web traffic / enquiries increase to Friends against Scams etc.
4. Adult Social Care Team has undertaken 'Friends against Scams' training.

Next steps:

This is part of an ongoing programme of work to raise awareness of scams and financial abuse.

Next milestone: 4 December event, Livery Hall (Guildhall):

- Aimed at practitioners and public.
- Will be a practical event – where attendees will leave with tips on how to protect themselves/updates on latest scams.
- Working agenda below:

9.00am	Registration and networking	All	
9.30am	Opening remarks	John Barradell TBC (checking availability)	Rachel Morrison (RM) checking availability
9.45am	Plenary – latest scams snapshot and general hints and tips	Martyn Lewis	Steve Playell (SP) to approach
11am	Workshop 1 – Friends against Scams https://www.friendsagainstscams.org.uk/shopimages/Friends%20Against%20Scams%20brochure.pdf	Steve Playle / Trading Standard reps / Friends against Scams reps	SP to lead / approach
	Workshop 2 – fraud awareness TBC	Chris Keesing (Anti-fraud Manager at City Corporation)	RM approached
	Plenary – City and Hackney Safeguarding Adults Board (topic TBC)	Adi Cooper	RM approached via CHSAB
	Plenary – key findings from research (turning into practical tips for attendees to take away)	Keith Brown	SP to approach

	Workshop 3 – topic TBC		
	Pension scams		Lynn Strother suggestion – contact ? and who to approach?
	Plenary / workshop reserve? How to develop a person-centred response and deliver appropriate support to vulnerable people who may not recognise that they are victims. Examine the role of the Mental Capacity Act in protecting the autonomy and rights of adults, and learn how to recognise the behaviour of perpetrators.	Richard Powley, head of safeguarding, policy and research at Age UK	
40 mins	Networking lunch	All	
	Event close (need to be out of the room by 3pm at the latest)		

Pop-up 'exhibition' stalls round sides of Livery Hall:

- 'Scams and ladders' game (part of Trading Standards)
- City Police (Communities team – Jess Wynne) (RM approached)
- Adult Social Care Team (online fraud quiz)
- City Advice
- Reach Out Network
- City and Hackney Safeguarding Adults Board
- Friends Against Scams
- Sponsor (banks) (RM approaching via Police Comms Group) Robert Haslam has produced names for Rachel to follow up
- Memory Group (Madhumita Bose): madhumitab@hotmail.com
- City Corporation's Anti-Fraud Team and Home Office - £620 charge
- Others to add

Things for consideration:

- Role / input of the CHSAB (RM approached)
- Goodies for attendees – tote bags, notepads, pens, mugs
- Need to think about things to draw public in.
- Evaluation mechanisms with participants – Rachel to progress

Financial abuse campaign – Twitter metrics

@CityFamilyInfo

Tweet text	Date	Impressions	Engagements	Engagement rate	Retweets	Likes	URL clicks	Detail expands	Media views	Media engagements
Anyone can become a target for financial abuse – talk to a professional body for guidance and support. Be #scamaware https://t.co/zRAF2dto1s https://t.co/IWss9XyBO1	28/07/2017	180	5	0.027778	1 City Advice	0	2	2	0	0
Protect others from financial abuse – spot signs like an increase in calls from people you don't know. #scamaware https://t.co/zRAF2dto1s https://t.co/nT8e1hYBE2	27/07/2017	106	0	0	0	0	0	0	0	0
53% of people aged 65 or over have been targeted by scammers. Be #scamaware https://t.co/zRAF2dto1s https://t.co/UXnzdZIsVJ	26/07/2017	127	0	0	0	0	0	0	0	0
63% of Britons have received a suspicious phone call in the last 12 months. Be #scamaware https://t.co/zRAF2dto1s https://t.co/nIDJQcZVIN	25/07/2017	171	0	0	0	0	0	0	0	0

Anyone can become a target for fraudsters â€œ over the phone, via email or in their homes. Be #scamaware https://t.co/zRAF2dto1s https://t.co/ojAOwjOblw	24/07/2017	250	5	0.02	1 Shoe Lane Library	0	0	3	1	1
Protect others from financial abuse â€œ spot the signs like unexplained withdrawals in bank accounts. Be #scamaware https://t.co/zRAF2dto1s https://t.co/10zz4pXGLm	20/07/2017	157	0	0	0	0	0	0	0	0
Be #scamaware â€œ become a â€œ Friend against Scamsâ€™™ https://t.co/vLbdcizY64 https://t.co/mErulanp1P	20/07/2017	221	4	0.0181	1 Square Mile Food	0	0	2	0	0
Treat your personal information like cash. Donâ€™t give it out to just anybody who asks. Be #scamaware https://t.co/zRAF2dto1s https://t.co/TsKMWe8pDN	19/07/2017	160	0	0	0	0	0	0	0	0
Get educated on the three biggest financial fraud scams in the UK today with @TakeFive #ScamAcademy https://t.co/HJ6Fk747hX https://t.co/GNrW64zBPo	18/07/2017	186	1	0.005376	0	0	1	0	0	0
Anyone can become a target for financial abuse â€œ never	17/07/2017	158	1	0.006329	0	1	0	0	0	0

sign up to anything on your doorstep. Be #scamaware https://t.co/zRAF2dto1s https://t.co/aNyTFyykG4										
Anyone can become a target for financial abuse “ never sign up to anything on your doorstep. Be #scamaware https://t.co/zRAF2dto1s https://t.co/fpuhOZYpWL	17/07/2017	155	1	0.006452	0	0	0	1	0	0
		1,871	17		3	1	3	8	1	1

@CityHealthTips

Tweet text	Date	Impressions	Engagements	Engagement rate	Retweets	Likes	User profile Clicks	url clicks	Hashtag clicks	Detail expands	Media views	Media engagements
Protect others from financial abuse – spot the signs like an increase in calls from people you don’t know #scamaware https://t.co/cy2eebNCob https://t.co/rIUdbIRrbV	28/07/2017	68	1	0.014705882	0	0	0	0	0	1	0	0
Be #scamaware – become a “Friend against Scams” https://t.co/qJbVTO2pkA https://t.co/WHGGDFrHxF	27/07/2017	63	0	0	0	0	0	0	0	0	0	0
Received a suspicious call? You’re right. It’s a scam. Be #scamaware #trustyourgut https://t.co/f3ycQxorxD https://t.co/H7g7med9tW	26/07/2017	80	1	0.0125	0	0	0	0	0	0	1	1

When an unwanted call sounds like a scam, itâ€™s probably is, so just hang up. Be #scamaware https://t.co/4ihvKWlv1g https://t.co/mWBWuDZa7k	25/07/2017	170	1	0.005882353	1 City Advice	0	0	0	0	0	0	0
Anyone can become a target for financial abuse â€” never give your personal details to anyone you donâ€™t know or trust. Be #scamaware https://t.co/MXLaK9aoqL	24/07/2017	244	4	0.016393443	2 City Advice Capitalise	0	0	0	0	2	0	0
Anyone can become a target for financial abuse â€” never let cold callers into your home. Be #scamaware https://t.co/tXs35jkqmB https://t.co/ZNEf1d8qPc	21/07/2017	184	3	0.016304348	1 City Advice	1	0	0	0	1	0	0
Anyone can become a victim of financial abuse â€” if something sounds too good to be true,it probably is.Be #scamaware	20/07/2017	86	3	0.034883721	0	0	1	1	0	1	0	0

Financial Abuse Task and Finish Group



March 2017 – September 2017

Introduction

The task and finish group has been established to:

Ensure the delivery of the financial abuse recommendations in the City of London. This will include producing a partner-wide communications and engagement plan and tracking of a number of key areas of work via this combined action plan.

Facilitating the co-ordination of existing work streams across the partnership and tracking work via this shared action plan.

Key leads and those responsible for completing actions:

Name	Title
Chris Pelham (Chair)	Assistant Director, People
Anna Grainger	Interim Service Manager, Community & Children's Services
Rachel Morrison	Strategic Communications and Engagement Manager, Community & Children's Services
Gemma De La Rue	Executive Support Officer, Community & Children's Services
Adam Johnstone	Strategy Officer - Housing and Adults, Community & Children's Services
Gary Griffin	Project Manager - Safer Communities Project, Town Clerks
Valeria Cadena-Wrigley	Community Safety Officer, Safer City Partnership
Steve Playle	Trading Standards Manager, Markets & Consumer Protection
Helen Evans	Toynbee Hall
Maria Woodhall	City of London Police
John Ellul	Communications, City of London Police
Bayo Igoh	Head of Estates – Housing & Neighbourhoods

1. Communications: Partner-wide awareness and prevention work					
Aim: to increase resident awareness of the range of risks/methods associated with this form of abuse and how they can protect themselves. This will involve co-ordinating communications across the Partnership, running joint campaigns where appropriate					
	Actions	End date	Lead Officer	RAG	Comments
1.1	Awareness leaflet to be launched in resident's council tax bills in March.	On-going	RM	Complete	Leaflet mailed with resident's council tax bills w/c 13th March. Leaflet also to be circulated via Carer's Network, CoL libraries. Also investigating a leaflet with St Barts to target widowers.
1.2	Plan an awareness/training workshop in Autumn 2017	Nov-17	RM/AG/CoLP	Green	In progress. RM/AG/CoLP working towards a November Event
1.3	Operation Signature	On-going	MW	Green	Investigating the definition of 'vulnerable' to identify households to engage in the project.
2. Research: Increase the City of London's understanding of Financial Abuse:					
Aim: Further work with stakeholders, residents and victims to give a greater understanding of the nature of the problem, how it is changing and evolving in the City.					
	Actions	End date	Lead Officer	RAG	Comments
2.1	Possible research to run a long side the campaigns	Dec-18	N/A	N/A	To be reconsidered after the current phase of work.
3. Performance and Information Sharing					
Aim: Further work with stakeholders to measure and share data on financial abuse					
	Actions	End date	Lead Officer	RAG	Comments
3.1	Establish direct contact with Top 100 vulnerable people in CoL at risk of Financial Abuse- this piece follows up on Info Sharing Agreement	Nov-17	Steve Playle / Maria Woodall / Dave Manley	Green	SP, DM and MW to progress service offer.
3.2	Monitor outcomes of complex cases via MSP		Anna Grainger / Sukhi Gill	Green	Build up a profile of outcomes for both victims and perpetrators. High scores can be used to encourage victims to come forward.
3.3	Review application of MSP principles to investigating cases of Financial Abuse		Anna Grainger	Green	AG to progress at MARAC.
3.4	Brief AAG on work of Task and Finish Group	Jun-17	Gemma De La Rue / Chris Pelham	Complete	A briefing on work so far has taken place and this will be continued.
3.5	Update Police led vulnerability steering group on progress		Maria Woodall / Chris Pelham	Complete	A briefing on work so far has taken place and this will be continued.
3.6	Consider multi agency dataset to measure volume of cases of CoL residents reporting Financial Abuse		Sukhi Gill	Green	Design a performance framework to provide a profile of financial abuse across the City.
3.7	Invite Bournemouth University to review our approach	Nov-17	Steve Playle	Green	SP understands that Keith Brown at Bournemouth would be able to assist.
3.8	Report on activity , outputs and outcomes to the CHSAB	Jun-17	Gemma De La Rue / Chris Pelham	Complete	A report has been drafted for Safeguarding Sub-Committee (7 June) and Safeguarding Adults Board (13 June).

Committee(s):	Date(s):
Safer City Partnership	3 November 2017
Subject: Community Safety Team Update	
Report of: Manager, Community Safety Team	For Information
Summary	
To update SCP members on activity by the Community Safety Team not otherwise addressed	
Recommendation(s)	
Members are asked to note the report.	

Summary

This report updates Members of the activities, not otherwise addressed in the agenda, of the Community Safety Team.

Hate Crime Awareness Week – We Stand Together Against Hate Crime

1. National Hate Crime Awareness Week (NHCAW) is a week of action that this year took place from the 14 to the 21 October. It aims to; bring people together; stand with those affected by hate crime; remember those who have lost their lives; and provide support to those who need it.

2. The Community Safety team in collaboration with the Multi-Faith Network prepared and event that took place in the Guildhall – Livery Hall, where we had community representatives, corporation staff, police staff representation from networks, schools and the NHS.

3. The event aimed to encourage people to come together as one and celebrate their differences in order to build a safer and stronger City as well as promoting awareness of Hate Crime during National Hate Crime Awareness Week.

PREVENT Update

4. There have been no Channel referrals since the SCP last met.
5. We now have in place a new Community Safety Officer, who will be leading on Prevent work. There is also a new officer leading on this work within the City of London Police
6. We have been disseminating the recently agreed City of London Prevent Strategy 2017-18.
7. On 19 September we ran a workshop for City businesses about the new Prevent training product which we have developed. The intention is to trial this, take account of feedback and then launch early in the next financial year. One of the challenges we need to address is about maintaining oversight of its usage and exerting some control and knowledge of who and how it is being used.
8. The Community Safety Team has arranged four WRAP (Workshop to raise awareness of Prevent) sessions for all HR staff on the following dates: 23 and 30 October and 3 and 27 November. In addition, we are providing a Prevent/safeguarding awareness session for the Apprenticeship Welcome Day on 27 October for new recruits to the apprenticeship programme.
9. Work is also on going to update and streamline the e-learning Prevent module for Corporation staff (it will also be made available to CoLP colleagues). The intention is that this course will be mandatory for all staff. This will not only improve coverage of knowledge about Prevent across the organisation but enable us to audit the numbers who have completed the training. Bespoke sessions will still be available upon request and tailored to the needs of specific departments (e.g. DCCS).
10. To help reinforce the message we have planned for table talkers and posters to be produced for a Prevent Campaign in May 2018 (the earliest available date in the campaign diary).

City Community Multi-Agency Risk Assessment Conference (CCM)

11. The CCM, enables a range of professionals to share information relating to criminal and anti-social behaviour (ASB) within the City of London with a focus on individuals at high risk.
12. It was intended that the CCM would provide an opportunity to look in depth at complex and high risk cases with a view to supporting action to reduce the level of risk.

13. As the work of the CCM is regularly reported to the Safer City Partnership since the last SCP meeting there has been no meetings. However there were 2 referrals, one was already looked by other partnership meeting (safeguarding) and the other one didn't have enough information to hold a meeting on it.

Training to Prevent and Tackle Crime for Partnership Agencies.

14. The community safety team organised seven different training to help members of the partnership prevent and tackle crime with the help of legal tools and other key conflict resolution tools and powers available.

15. The training provided in October was on the court room experience where the different departments learn how to prepare injunctions and criminal behaviour orders and take them to court effectively to get positive resource. This has special emphasis on cases that have elements of mental health.

16. The feedback from all the training so far has been excellent. Staff from different agencies has found it very useful and something that has boosted their confidence to deal with issues. The feedback can be shared with members if requested.

Community Trigger

17. The Community Trigger process gives victims of persistent anti-social behaviour the right to ask local agencies to review how they have responded to previous anti-social behaviour complaints and consider what further actions might be taken where the behaviour persists.

18. It is intended to offer a safety net for vulnerable victims and to help avoid individuals being passed between agencies without resolution. It can be used for both anti-social behaviour and hate incidents.

19. The Community Safety team is the coordinator for this process and we have recently had a request for a review. At this moment in time we are looking at the incidents and making an investigation before we can say whether it reaches the threshold or not.

Domestic Abuse Multi-Agency Risk Assessment Conference (MARAC)

20. The City of London Multi Agency Risk Assessment Conference (MARAC) meetings are scheduled every month in accordance with best practice with

invitations sent to a dedicated pre-identified circulation list by a specific City of London coordinator.

21. The last period of MARAC activity in 2017 considered several high-risk cases. Some cases were assessed and directed to other areas, in accordance with operational protocol. Where a case required an emergency MARAC meeting within the City the group utilised the full capability of multi-organisational engagement with support agencies in London and beyond. Another case utilised more recent legislation that resulted in the disclosure of an offenders previous offending history, amongst other pro-active work, to reduce the risk towards a vulnerable victim.
22. The City of London Corporation in partnership with the City of London Police meets its MARAC management requirements and takes its responsibilities seriously and in addition maintains active contact with the national Safe Lives initiative.

Events & Campaigns

23. The Community Safety Team will be involved in a number of specific events each year and the campaigns it will work alongside. Currently these include Hate Crime Awareness Week, the Christmas Campaign and 16 days of Action (domestic violence). Further details of the last two events listed will be circulated to SCP members once finalised.

Staff and Resources

24. The community Safety team has now a new member of staff who is working with our PREVENT strategy and developing more of the Corporation local authority duties in this area. He will also be working in some issues regarding Domestic Abuse and general Community Safety work.
25. We also have in our team now one of the new Graduate Trainees who is going to be working on our communications strategy. We feel very excited to have a full team for the first time in years and we hope this opportunity will give us the time to engage more with our communities.

David MacKintosh

Community Safety Manager

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E: david.mackintosh@cityoflondon.gov.uk

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Safer City Partnership Strategy Group Review Period July - September 2017

City of London Police Update

T/Ch. Insp. Jesse Wynne.

City of London Police (Communities & Partnerships)

October 2017

The City of London experiences low levels of crime, disorder and anti-social behaviour. This reflects the efforts of the City of London Police, the City of London Corporation and many other partners. Working together we contribute to maintaining the City as the world's leading financial and business centre as well as being an attractive place to live socialise and visit. Since its establishment the Safer City Partnership has played a key role in reducing crime and other harm.

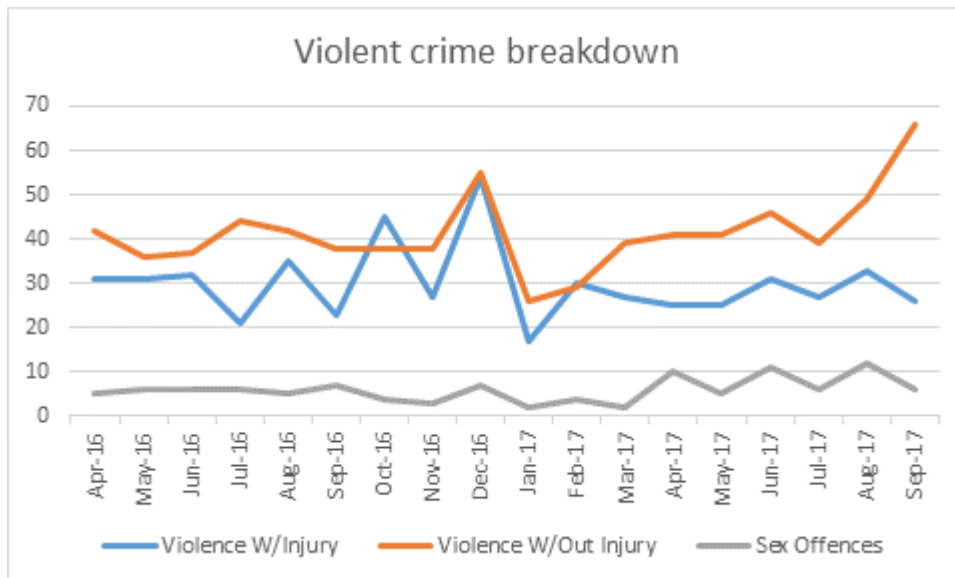
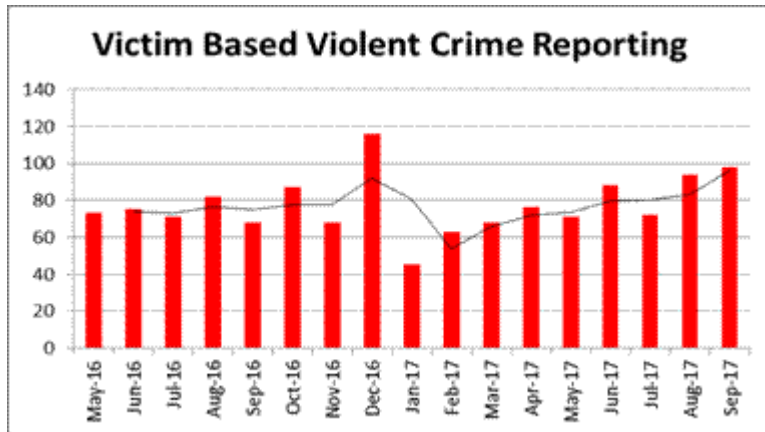
This report identifies five main priorities, linked to the Safer City Partnership Strategic Plan 2016-2017

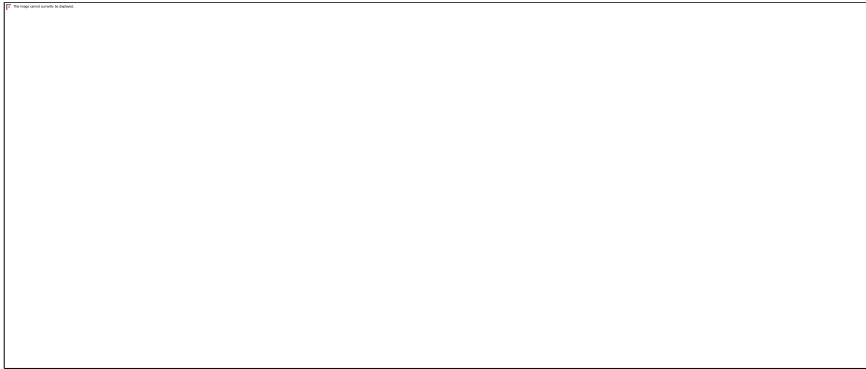
- **Violence Against the Person** – to protect those who work, live or visit the City from crimes of violence.
- **Night Time Economy Crime and Nuisance** – to promote the City as a safe place to socialise.
- **Acquisitive Crime** – we will work to protect our businesses, workers, residents and visitors from theft and fraud with an emphasis on cyber-crime.
- **Anti-Social Behaviour** – To respond effectively to behaviour that makes the City a less pleasant place.
- **Supporting the Counter Terrorism Strategy through Delivery of the Prevent Strategy** - To challenge radicalisation and reduce the threat posed to the City.

Violence against the Person

July to September 2017

Victim Based Violence





Violent crime is at its highest level this year.

July 2017 recorded 77 victim-based violent offences.

August 2017 recorded 94 victim-based violent offences.

September 2017 recorded 98 victim-based violent offences.

September 2016 in comparison recorded 68 offences, an increase of 30 crimes in one year = **45% increase.**

Seasonally victim-based violent crime is expected to increase towards Christmas. A Christmas campaign to prevent as many violent crimes as possible will run.

Violence with injury

**A decrease in offending (from August to September) and an increase on the same time last year + 3 offences

Violence without injury

**An increase in offending (17 more offences from August to September) and an increase on same time last year
+ 28 offences - many are very minor in nature, pushing /shoving, and in some cases wouldn't be reported.

Violence in Surrounding Metropolitan boroughs

Murders - 1 each in the following boroughs - Camden, Newham, Tower Hamlets, Lambeth, Wandsworth, Merton and Hounslow.

Violence - with injury (September):

Kensington & Chelsea - 65

Westminster - 205 (in comparison City had 98 - all violence)

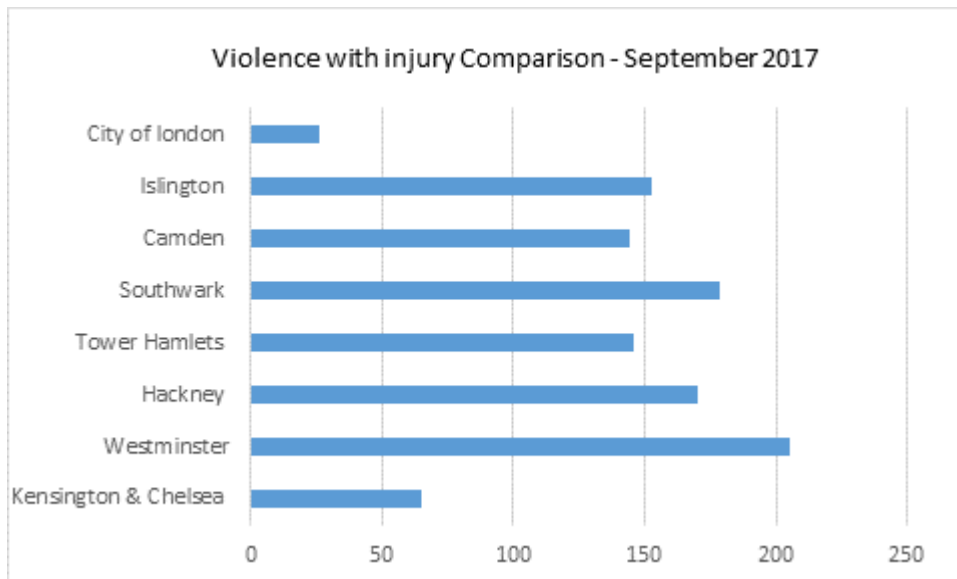
Hackney - 170

Tower Hamlets - 146

Southwark - 179

Camden - 144

Islington - 153



Violence involving Taxi drivers April - Sept 2017

16 Victim-based Violent Offences were recorded which involved taxi drivers – either as victims (12), suspects (3) or both (1). The majority of these offences (11) were Violence Without Injury offences – all of which were classed as Common Assaults.

Uber connection

3 Violent snatches

In this time period, whereby the pillion passenger of the moped has barged a victim / scratched a victim / caused pain to a victim's hand.

Currently no acid attacks reported in the city.

Acid attacks

0 reported so far in the city. Some intelligence received around London suspects carrying/threatening its use.

Zombie knives

1 report in the city relating to a suspect of a motorcycle theft carrying a zombie knife.

Sexual offences

A decrease in offending (from August to September) and down 1 offence on the same time last year.

35 of 75 offences occurred within day-time Economy -46.7%

Peak offending during the Night-time Economy occurred during Saturday night.

Comparison to London

Crime overall in London is rising, with significant increases in cases of youth violence. 30% increases in robbery, theft and knife crime (Evening Standard 18/10/17).

What is the CoLP Doing?

Op Sceptre continues to be supported by Colp / BTP / MPS. Focus of work will be preventing violence and weapons. Recent stop searches highlighted on Twitter. Op Sceptre linking more with Mobile Enabled Crime.

Acid attacks growing in frequency. National advice circulated to teams. Treatment boxes have been created. Community teams to liaise with venues that search as condition of entry. Establish intelligence picture on numbers of knives seized and process used.

SOS Bus – Tactic adopted in Southend linked with StreetPastors. Observe Southend process and reporting back to Violent Crime meeting (Visit arranged 14th October).

Licensing to encourage more premises to use body worn video to reduce the number of violence without injury offences. Number of clubs already have form of BWV.

Night Time Economy Crime and Nuisance

Licensing Activity

Violent Crime and Anti-Social Behaviour

During this reporting period 42 violent crimes were identified as being connected with licensed premises. All of these crimes were investigated from a licensing perspective in order to establish which measures were relevant to prevent or mitigate the likelihood of repetition. These investigations involved the team visiting and working with the premises concerned.

This process was replicated for the 87 reports flagged for the attention of the licensing team because of the association or potential association of the reports with ASB connected to licensed premises.

Promoted Events

There were 217 promoted events held at licensed premises in the City. All these events were subject of a risk assessment process undertaken by our licensing team.

Interventions/Joint Working

The Licensing Team made 15 significant interventions involving working with premises operators and legal representatives in order to positively influence the management of premises. The team deployed with London Fire Brigade in support of fire safety visits. The team have conducted a joint operation together with SIA in order to support the Authority in their push to establish good practice, raise standards and ensure compliance with the law. The team assisted in the promotion of PPU lead initiative (#Have You Got The Green Light) concerning inappropriate and unwanted sexual activity. Clearly a subject that can be alcohol related, bars and restaurants were visited and literature distributed to patrons and bar staff.

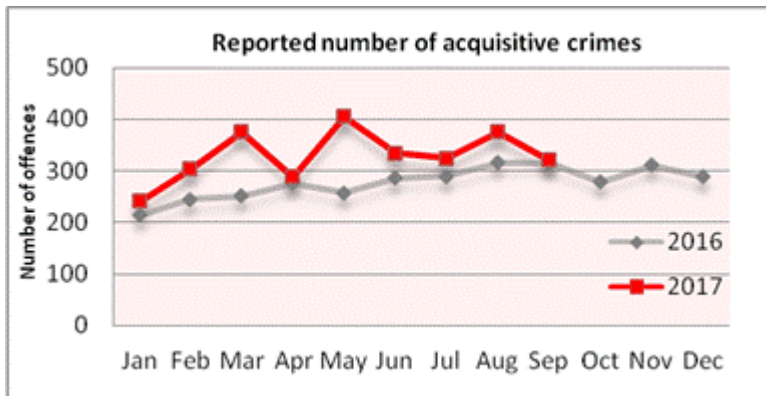
Pro-active Deployments/Reassurance

The team have led 13 deployments/operations during Night Time Economy hours to address a range of issues. These deployments still have a CT focus in light of the ongoing threat but also to maintain the regular contact and interaction with premises managers that continues to show a positive dividend. The Licensing Team organised and facilitated a forum where the sexual offences message

was further discussed as well as CT and public reassurance and acquisitive crime. That forum has been recognised as one of the most successful from a delivery and attendance perspective.

Acquisitive Crime

Victim Based Acquisitive Crime



July to September 2017

July 2017 recorded 325 acquisitive crime offences

August 2017 recorded 375 acquisitive crime offences

September 2017 recorded 321 acquisitive crime offences

September 2016 in comparison recorded 315 acquisitive crime offences, so there has only been an increase of 6 offences.

There has been a decrease of 54 offences from August 2017 to September 2017.

The decrease can be attributed to the reduction in the number of moped enabled snatch offences. 29 in August, 8 in September.

Officers have regularly conducted targeted patrols around hotspots.

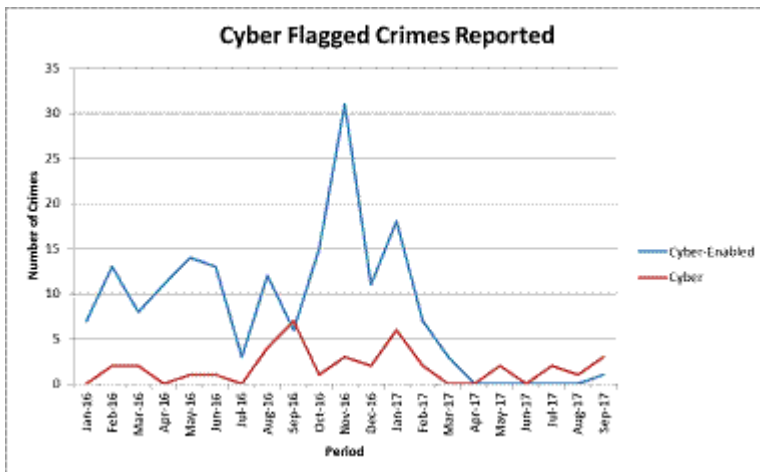
Temporal analysis indicates that moped enabled snatches may start to increase again in the build up to Christmas. iPhones remain the predominant stolen item.

Offending in the Metropolitan Police area continues to increase and to become increasingly violent.

Statistically information suggests that the footfall in the City is 450,000 per based on the current crime trends the likelihood being a victim of crime in the city is 0.00002%.

There are currently three proactive operations in place to deal with pan-London scooter enabled crime; theft from motor vehicle and pick pockets.

Cyber Crime



NEW cyber reporting - September

3 reports of cyber offences:

- 1 hacking
- 1 ddos extortion attempt
- 1 spear phishing

Under Reporting: Cyber Reporting in the City remains exceptionally low and similarly to Crime, Intelligence submissions are very low. Introduction of “Online Crime” flag as of April 2017 means that crimes previously recorded as cyber-enabled (such as harassment via email) should no longer be flagged.

Steganography: increasing in popularity with cyber actors (potentially due to sharing of videos and images becoming increasingly commonplace) and is used to conceal malware, data exfiltration and for C&C communications. The increase in steganography as an attack vector is concerning. Although there are detection tools, they can be expensive and some are not well developed. It is likely that attackers will continue to develop ways of using steganography to facilitate cyber-attacks.

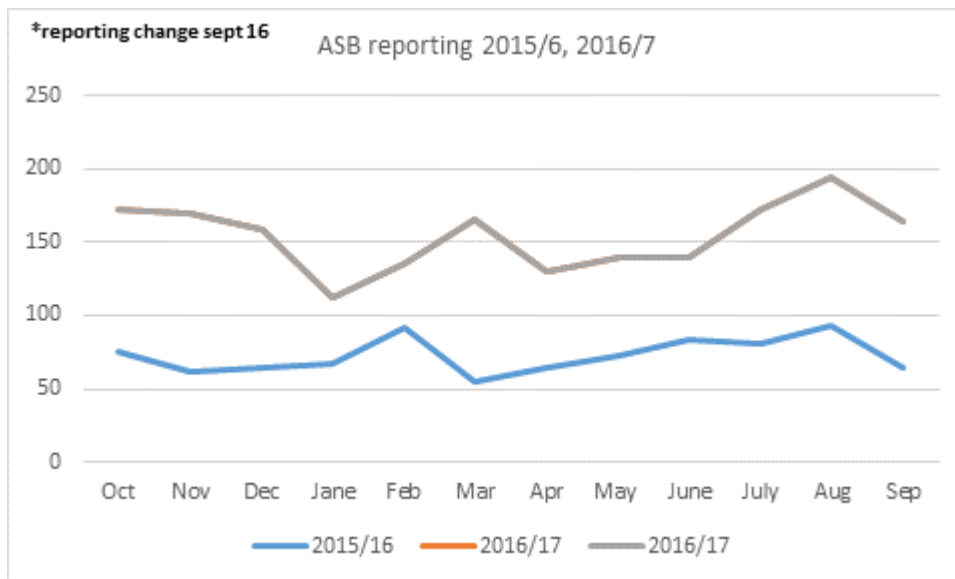
Tax Software Update Scam: Aimed at UK tax professionals into downloading fake software.

The month of October is cyber security month and within this national messaging is to focus on ransomware. COLP are supporting these initiatives being support through get safe on line and focused business inputs.

Anti-Social Behaviour

Anti-Social Behaviour

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep
Year 2015/16	75	62	65	67	92	55	65	72	84	81	93	65
2016/17	173	169	159	112	136	166	130	140	139	173	194	164



ASB CADs (some of which become intelligence reports, but all are resolved and closed)

July 2017 - 173
August 2017- 194
September - 164

ASB intelligence reporting

July 2017 - 40
August 2017 - 35
September 2017 -108
October 2017 (1-18th) - 52 so far.

Reports relating to begging

July to September = 110
April to June= 69
January to March = 58

Between 8/9/17-20/9/17 there have been 58 reports to the ASB grouping.

26 of these relate to rough sleepers, some are violent or aggressive and are sometimes blocking the doorways of businesses.

20 of these relate to begging, which often also detail drug dependency or alcohol problems.

There are 2 reports of nuisance, one a disturbance in a hotel.

And there are 2 reports involving nitrous oxide, one of those also involving cannabis use at a party with 20+ people attending.

ASB reporting is around begging reports, rough sleepers causing obstructions, drugs in various locations, noise, drunkenness and aggressive behaviour, parties, including those held in serviced apartments and including the use of nitrous oxide.

A number of Community Protection Notices (CPN's) were issued in September.

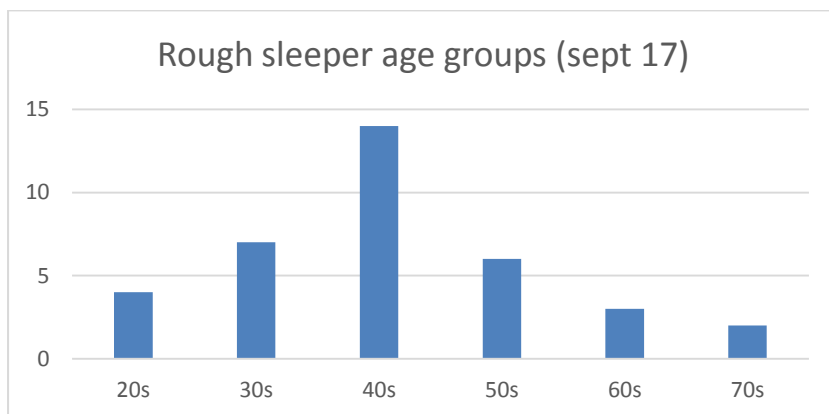
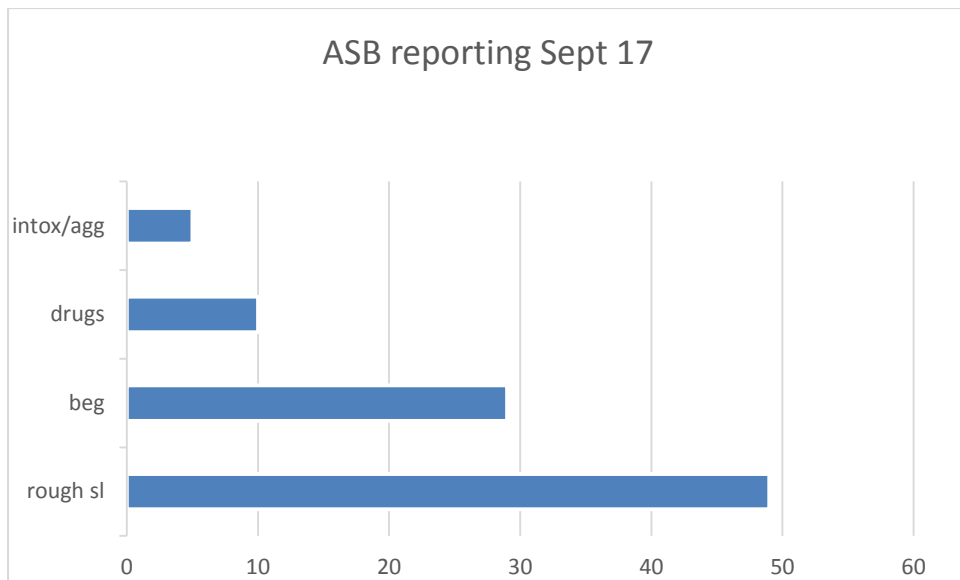
An operation by the MPS Westminster In July - Operation Unite, focused on beggars and rough sleepers, together with Kensington and Chelsea boroughs, Immigration Enforcement, Romanian Police and Outreach services.

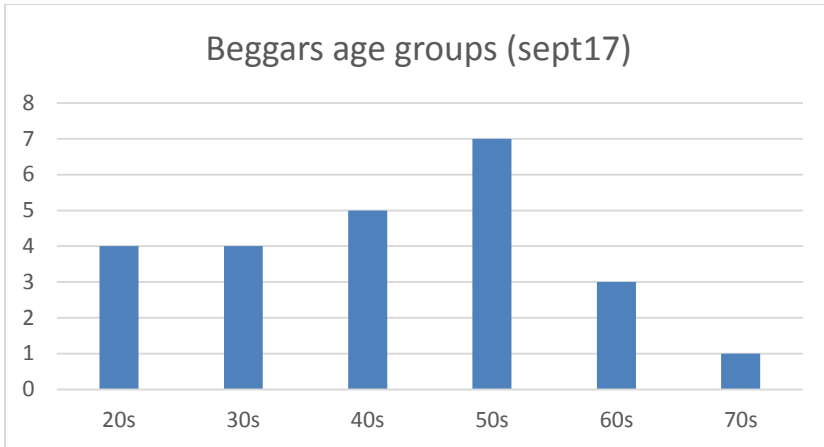
Reporting in September

108 ASB related intelligence reports have been used as a source for this report. This indicates an increase in reporting from July with 40 reports, and August with 35 intelligence reports relating to ASB.

Repeat Nominal

One has come repeatedly to notice, x12 in one month and is subject of a Community Protection Notice.





For the last quarter, the CoLP conducted a dip sample survey of 20 victims of ASB.

The results are as follows:

How did you find our service (scale of 1-10)?

13 rated as a 10

6 as a 9

1 as a 5 (caller security at business premises (Barclays Moorgate) unhappy about roughsleepers)

How quickly were we able to resolve the issue (1 slow - 10 quickly)

15 rated as a 10

4 as a 9

1 as an 8

Do you have confidence in the City of London Police (1 no confidence – 10 full confidence)

16 as a 10

4 as a 9

Do you feel safe in the City of London (1 not safe – 10 very safe)?

17 as a 10

2 as a 9

1 as an 8

Supporting the Counter Terrorism Strategy through Delivery of the Prevent Strategy

Engaging and reassuring our communities

Referrals

The Prevent Team has had no fresh referrals

Engagement

The prevent team are also in conversation with Bedfordshire police to see how they approach the community and develop prevent within the area and obtain advice and skills which can be adapted in the City Of London. This was carried out on 18/10/17

The prevent team have also attended two city of London universities in the last two weeks to provide awareness around Prevent and have attended the Mansell street residence meeting on 10/10/17 to give awareness around prevent.

Training

The Prevent Team delivered a brief presentation on the City of London Police Corporate Induction Day for new police and support staff joining the organisation. Feedback received by the team has been extremely positive. This has resulted in the Prevent Team now delivering the full WRAP package to the event.

The Prevent Team continue to provide an awareness session as part of the Griffin training, however currently unable to due to staffing level in the unit.

The prevent team are booked to provide WRAP training to children social services and corporation HR in the next few weeks and a university.

The prevent team have attended the Hate crime event at the Guildhall on 19/10/17 to provide advice and awareness around prevent.

The prevent team have several awareness dates booked up over November at different locations in the City of London alongside the Vulnerable Victims Advocate (VVA) from PPU, so we can target different locations to give guidance and advise them of the referral process.

Counter Terrorism Security Advisers (CTSA) Activity

HVM and City security meetings with Local Authority and businesses continue to be attended by CTSA Insp/Sgt and other interested parties. CT Police & Business Forum has now had three meetings and is now an established network.

Conclusion

This report informs the Safer City Partnership members of partnership/community engagement and intervention activity undertaken since July 2017 and highlights issues raised by our communities and how the City of London Police has responded.

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Committee(s)	Dated:
Safer City Partnership Strategy Group – For Information	3 November 2017
Subject: Public Protection Service (Environmental Health, Licensing and Trading Standards) update	
Report of: Director of Markets & Consumer Protection	For Information
Report author: Jon Averbs, Port Health & Public Protection Director	

Summary

The Department of Markets & Consumer Protection contributes to the work of the Safer City Partnership (SCP) through its Public Protection Service which comprises Environmental Health, Licensing and Trading Standards. Work relating to the SCP is on-going in relation to the following priorities:

- **Acquisitive Crime**
 - Investment Fraud – the Trading Standards continues to collaborate with the City of London Police over Operation Broadway, now extended across London via Operation Offspring.
- **Anti-Social Behaviour**
 - Illegal street trading – Additional resources have been put into a campaign to eliminate ice cream vans and nut sellers from the Square Mile.
 - Noise complaints service – a 24/7 service is provided and response times are good.
- **Night Time Economy Crime and Nuisance**
 - Late Night Levy – this has generated approximately £448K for the second full year of the operation of the levy with a similar amount forecast for the third levy year.
 - Safety Thirst – a complete review has been undertaken and some changes have been made to the scheme which is currently underway for this year.
 - Licensing controls and enforcement – enforcement activities and use of the Late Night Levy have kept the number of licence reviews and suspension notices at a low level.

This report details enforcement activity and progress in the above areas.

The Service contributed to the One Safe City programme, and will be involved in the Secure City Programme. It is also represented on other relevant Boards and Groups.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The Consumer Protection part of the Department of Markets and Consumer Protection comprises three services:

- Animal Health
- Port Health
- Public Protection

The latter includes Environmental Health, Licensing and Trading Standards, all of which contribute to the work of the Safer City Partnership, specifically the 2016/17 SCP Strategic Plan priorities of:

- Acquisitive Crime – We will work to protect our businesses, workers, residents and visitors from theft and fraud with an emphasis on cyber-crime.
- Anti-Social Behaviour – To respond effectively to behaviour that makes the City a less pleasant place.
- Night Time Economy Crime and Nuisance – To promote the City as a safe place to socialise.

2. Whilst there are routine proactive and reactive responses to community needs, there is also a range of projects underway, details of which are provided below.

Current Position

Economic Crime

3. The City of London Trading Standards Service (COLTSS) primarily works in partnership with others in support of the SCP's Objective of:-

Helping Protect the City of London's reputation as the world's leading financial centre from the impact of acquisitive crime

4. COLTSS continues to support and actively participate in Operation Broadway, a joint project with the City of London Police, the Metropolitan Police, National Trading Standards 'Regional Investigation Team', the Financial Conduct Authority, the Insolvency Service and HM Revenue and Customs.
 - a) Operation Broadway meetings take place every two weeks with partners coming together to share intelligence about possible fraudulent action taking place within the City of London. Deployments then take place the following week to inspect premises and find out exactly what is going on. This leads to the gathering of intelligence and the opportunity is taken to disrupt the activities of businesses that may be involved in fraud. These visits are led by a Trading Standards Officer due to the excellent powers of entry afforded to us under the legislation that we enforce.

- b) As an extension of Operation Broadway, an additional Trading Standards contractor started work on Operation Offspring in October 2016. The role of this officer is to work with other London Boroughs to offer practical support and guidance when undertaking visits to mail forwarding businesses and serviced offices. By training officers from other local authorities on how to enforce the provisions of the London Local Authorities Act, it ensures a consistent approach to enforcement and also has the potential to generate more intelligence for Operation Broadway. This means that any fraudulent investment businesses driven out of the Square Mile by Operation Broadway are more likely to be picked up should they try and relocate. So far, we have worked with 13 London Boroughs and up until the end of September 2017 have carried out over 100 inspections. A report on this work has been presented to the Port Health and Public Protection Committee and also the July meeting of the Economic Crime Board. The contractor recruited to carry out this work has contributed to the work of the Trading Standards team and has raised the profile of the City of London enormously. This work will continue until at least the end of December 2017.
- c) The use of intelligence is very important when carrying out our work with partner agencies and we use established methods recognised across the whole enforcement community. This involves the use of what are termed 3x5x2 intelligence forms. In order to improve the way that intelligence is recorded, the City of London Police is due to train Trading Standards Officers during October. This will make it easier for our intelligence to be inputted onto the Police database.
- d) There is considerable activity that goes on behind the scenes in trying to tackle investment fraud:
- Officers regularly attend a number of different meetings including the Business Centre Association (BCA) forum to engage with those involved in mail forwarding and serviced office activity. The BCA share intelligence with us and are becoming more confident in spotting fraudulent businesses and closing them down before they have the opportunity to defraud consumers.
 - Trading Standards are heavily involved in a financial abuse 'task and finish' group that has been set up by the CoL Adult Safeguarding Sub Committee. Trading Standards assisted in producing literature that has been sent out to every CoL resident through Council tax demands and planning is now underway for a Financial Abuse conference that is taking place on 4 December 2017. The Town Clerk has agreed to open this event. Linked to this work on financial abuse is the issue of consumers being bombarded with cold calls on the telephone. Trading Standards is now working closely with Adults Services and has identified two City residents who will be receiving call blocking equipment from a national funding stream.
 - An emerging issue relating to the sale of binary options has come under

the Trading Standards microscope. Binary options are effectively a form of gambling but often dressed up as an investment opportunity. Complaints are steadily increasing and Trading Standards was responsible for facilitating a meeting between a range of enforcement partners including Police, the Gambling Commission and the FCA. Premises promoting binary options have been identified with a potential link to the City of London and 125 visits have taken place since April. The binary sector is very fluid and many of the businesses that claim to be associated with the Square Mile are actually just squatting. This work is now being progressed with a major day of action that is taking place on 17 October 2017 and it is likely to attract significant media attention.

- e) In summary, the performance of the Operation Broadway partnership can be measured by reference to the table below:-

2017/2018	Q1 Apr- Jun	Q2 Jul- Sep	Q3 Oct- Dec	Q4 Jan- Mar	Total
1. Op Broadway deployments	17	11			28
2. Disruptions/interventions	1	2			3
3. Referrals to other agencies for action - e.g. City of London Police, Met. Police, FCA, other TS	3	1			4
4. Investigations resulting from Op Broadway intelligence	14	0			14
5. Contacts with 'enablers' - e.g. mail forwarding businesses, serviced office providers, banks	2	3			5
6. Promotional / prevention activity - e.g. publicity campaigns, days of action, attendance at external events, press coverage	4	1			5
7. Binary options visits	125	0			125

5. Acid attacks have been in the news during the summer and the Government has announced proposals to introduce legislation to try and tackle this issue. There will be a ban on the sale of corrosive substances to anyone under the age of 18 years and it is anticipated that Trading Standards will be given responsibility for the enforcement of this legislation. Although there have been no reported incidents in the City, Trading Standards will work collaboratively with colleagues across London on this issue.
6. Knife crime across London is now running at a very high level and is causing serious concern at the Mayor's office. London Trading Standards, the Community Interest Company that represents all 33 London Trading Standards

Services, has been raising the profile of the issue and, in particular, working with retailers to prevent sales of knives taking place to the under 18s. As a result, the City Of London Trading Standards is now starting a project to advise retailers of their responsibilities and is planning to carry out some test purchasing activity in partnership with the Police during October.

7. During July, Trading Standards contributed to a London-wide illicit tobacco campaign and set up a stall with colleagues from Public Health in Bishopsgate. Officers engaged with smokers with a view to gaining intelligence about the supply of illicit tobacco and raising the profile of this criminal activity.

Anti-Social Behaviour (ASB)

8. The Public Protection Teams support the SCP objectives to:

- ***Reduce the causes and opportunities for ASB***
- ***Improve data sharing and the management of ASB issues***
- ***Improve the use of enforcement powers to tackle persistent offending behaviours***

The two main issues being tackled by the Public Protection Service are:

- Illegal Street Trading
- Noise complaints service

Illegal Street Trading

9. As reported in September Illegal ice cream trading has unfortunately returned to the City although the trading visits are ad hoc and generally timed to avoid normal operating hours for enforcement officers. A small amount of illegal street trading activity also remains in the City and fringes with Southwark, primarily nut sellers on the south side London Bridge/Millennium Bridge. At the Port Health and Environmental Service Committee on July 4 2017 it was agreed to apply extra resource to disrupt the ice cream and nut selling activity primarily in the vicinity of London/Millennium Bridges and St Pauls Cathedral.
10. Since 7th August a dedicated enforcement team has been in place to tackle illegal street trading primarily at weekends and mainly concerning Ice cream vans and the sale of peanuts using carts. Support has been agreed with the City Police, when they are available depending on operational priorities, in responding to requests for help in seizing ice cream vans as their powers are needed to stop the vehicles and then utilise the seizure powers available to authorised officers and Police.
11. The team have been active 7 days a week and the main hotspots enforced on include –
 - London Bridge
 - Southwark Bridge (COL remit only)
 - Blackfriars Bridge

- Millennium Bridge (COL remit only)
- St Peter's Hill
- Distaff Lane
- Knightrider Court
- St Pauls Cathedral
- Paternoster Row
- Water Lane
- Thames Path (Blackfriars Bridge – Tower of London)

In this time 3 ice cream vans and 4 trollies have been seized. When Police assistance has not been available making effective seizure difficult legally, witness statements are always completed, prosecution packs compiled and sent to City Solicitor. The results so far are:-

- Ice cream – 6 prosecution packs (1 pending which will be heard on 30th November)
- Peanuts – 7 prosecution packs (5 pending – 4 for one individual (1 will be heard on the 30th November) and one for a separate persistent trader) Criminal Behaviour Orders will be sought for both post convictions.

Of the 7 successful prosecutions so far, fines are as follows –

- Fines - £2120
- Costs - £3216 (this includes department costs)
- Surcharge - £180

The average total cost to offender on each offence is £1000.00. Two nut selling carts were granted forfeiture and disposed of and for this calendar year eight have been sent for scrapping with one awaiting the court hearing for forfeiture. The ice cream vans had to be returned upon written request given the registered keepers had no prior convictions within 3 years however the convictions now received mean we will be able to seek forfeiture of the vans should the same traders be caught attempting to trade in the City in the next 3 years.

As a result of the above and the continued on-street presence, illegal street trading has been kept to a minimum. All hotspots are visited throughout the day and evening every day, which means illegal traders are now operating on Southwark or Tower Hamlets area and the occasions where they try and operate within the City of London they are dealt with quickly. The operation will continue at least until the end of October and further operations will then be considered.

12. We are continuing to seek agreement from LB Southwark for joint delegation of powers so that street traders who can currently escape our enforcement by trading just onto the Southwark side of Millennium Bridge can then be dealt with by our officers. Following efforts from Members with their political counterparts in Southwark our officers have met again with LB Southwark and they have agreed this delegation at officer level. We have seen their draft report agreeing to this in principle but are still awaiting the final confirmation of their agreement.

Noise Complaints Service

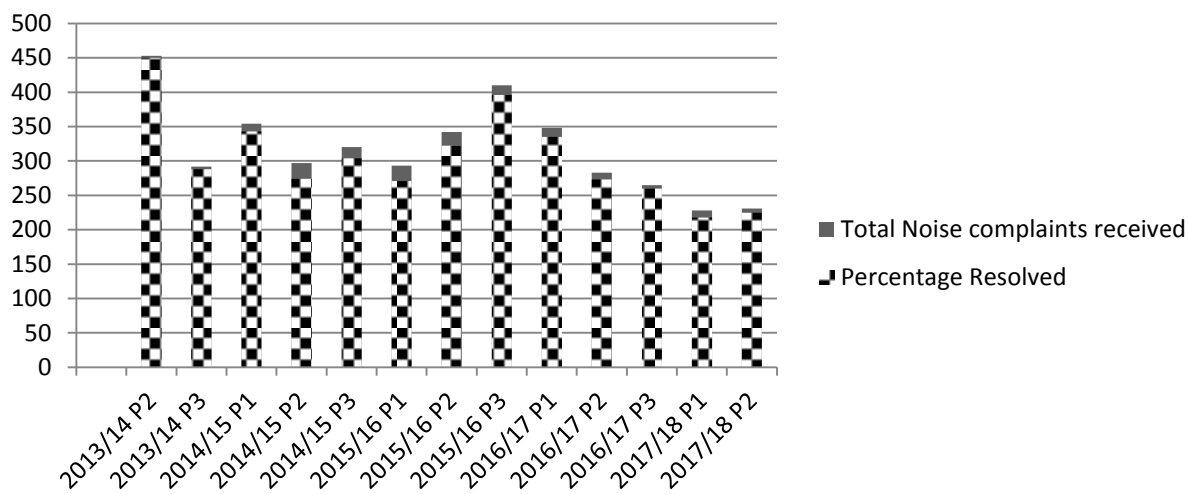
13. The Pollution Team dealt with 231 noise complaints between 1st July 2017 and 30th September 2017 of which 96.1% were resolved. In addition, they also assessed and commented on 280 Planning, Licensing and construction works applications and 192 applications for variations of work outside the normal working hours. Comparatively in the same period for 16/17 the Pollution Team dealt with 272 noise complaints of which 95.6%% were resolved. In addition, they also assessed and commented on 207 Planning, Licensing and construction works applications and 272 applications for variations of work outside the normal working hours.
14. The Out of Hours Service dealt with 112 complaints between 1st July 2017 and 30th September 2017 and response (visit) times were within the target performance indicator of 60 minutes in 91.9 % of cases, and often only 30 minutes. Comparatively, in the same period for 16/17 the Out of Hours Service dealt with 155 complaints and response (visit) times were within the target performance indicator of 60 minutes in 92.4% of cases, and often only 30 minutes.
15. The Pollution Team served four S.60 (Prohibition or placing restrictions on a site) Control of Pollution Act Notices, one s.80; five S.61 (Prior consent) Control of Pollution Act Notices and three consents between 1st July and 30th September 2017. In the same period for 2016/2017 the Pollution team issued two Control of Pollution Act Notices (s.61) relating to work at construction sites and one section 80.
16. The trends for noise related complaints in total are set out in the tables below for information

Noise Complaints

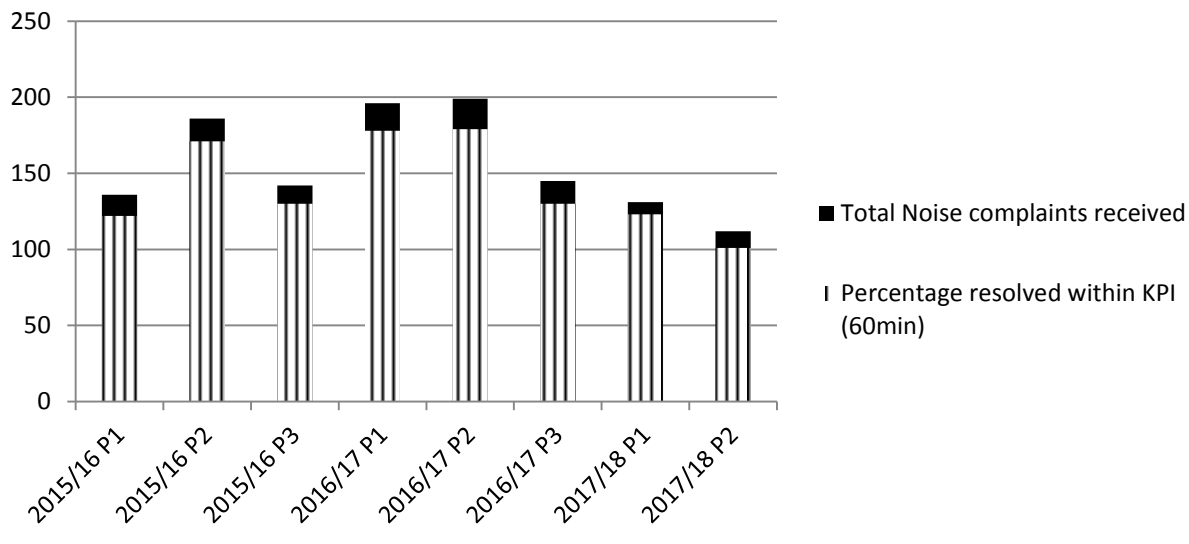
Year	Period	Pollution Team Noise complaints received	Percentage resolved	OOH Team Noise complaints received	Percentage resolved within KPI (60min)
2013/14	2	453	99.5%	N/A	N/A
2013/14	3	292	98.7%	N/A	N/A
2014/15	1	354	97%	N/A	N/A
2014/15	2	297	92.3%	N/A	N/A
2014/15	3	320	95%	N/A	N/A
2015/16	1	293	92.6%	136	90.3%
2015/16	2	342	94.7%	186	92.3%
2015/16	3	410	96.8%	142	92.2%
2016/17	1	348	96.4%	196	91.8%
2016/17	2	283	96.7%	199	90%
2016/17	3	265	98.4%	145	90.74%
2017/18	1	228	96.1%	131	94.8%
2017/18	2	231	96.1%	112	91.9%

*Please note that as of 01/04/2017 all stats will be reported on quarterly.

Pollution Team noise complaints received per period



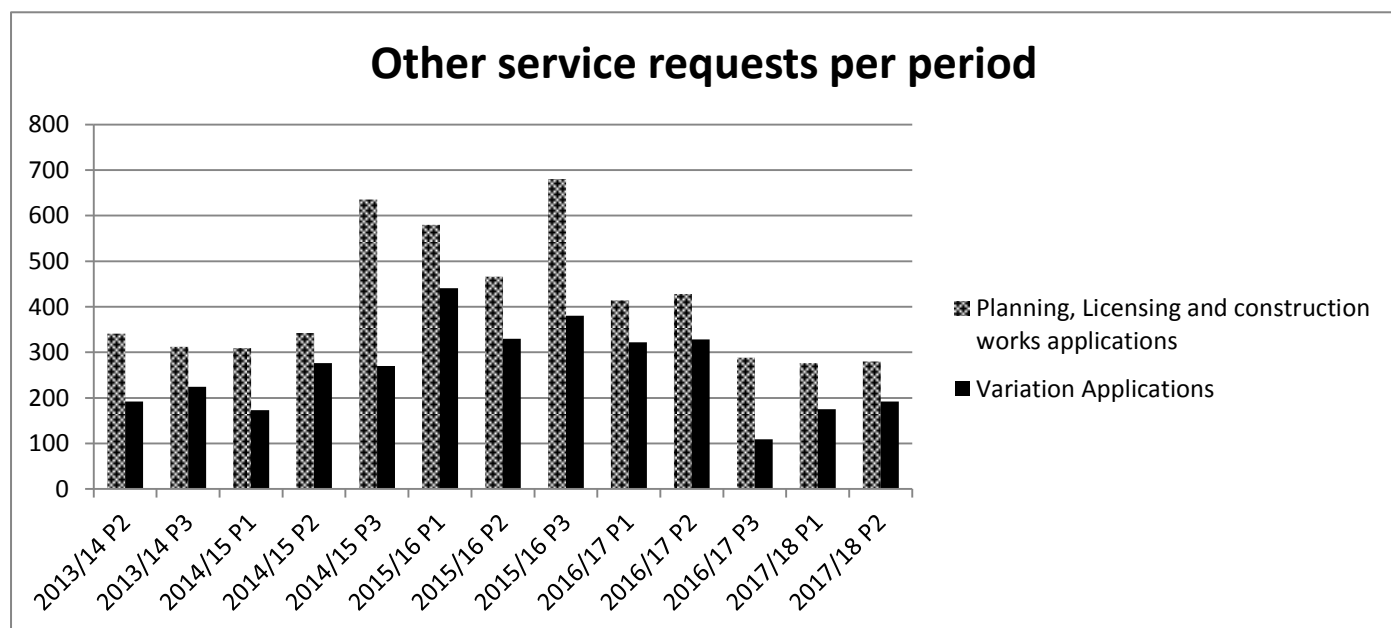
OOH noise complaints per period



Noise Service Requests

Year	Period	Planning, Licensing and construction works applications	Variation Applications	S.60 Notices Issued	S.80 EPA Notices	S.61 Notices Issued	Consent
2013/14	2	341	192	0	4	0	N/A
2013/14	3	312	224	2	2	5	N/A
2014/15	1	309	173	2	1	4	N/A
2014/15	2	342	276	1	2	3	N/A
2014/15	3	635	270	2	0	0	N/A
2015/16	1	580	441	3	0	3	N/A
2015/16	2	466	330	1	2	3	N/A
2015/16	3	680	380	5	0	6	N/A
2016/17	1	414	322	5	0	6	N/A
2016/17	2	428	328	1	1	6	N/A
2016/17	3	288	109	2	2	8	N/A
2017/18	1	276	175	2	0	11	1
2017/18	2	280	192	4	1	5	3

*Please note that as of 01/04/2017 all stats will be reported on quarterly.

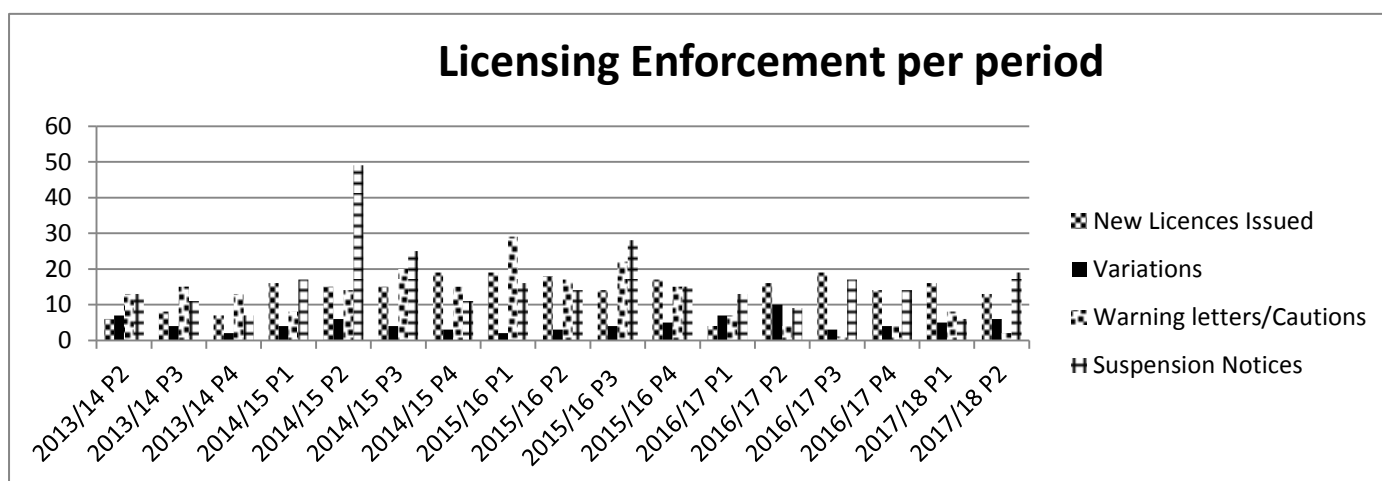


17. The City Corporation's revised Code of Construction Practice Eighth Edition was approved by the appropriate Committees in September and October. It was also agreed that there should be a consultation and review of the evidence base concerning noisy works on Saturday mornings

Enforcement

18. The Licensing Team undertakes inspections and enforcement in relation to the Licensing Act 2003 and the table below shows the action taken regarding licensed premises over the last three years.

Year	Period	New Licences Issued	Variations	Warning letters/Cautions	Suspension Notices
<u>2013/14</u>	2	6	7	13	13
<u>2013/14</u>	3	8	4	15	11
<u>2013/14</u>	4	7	2	13	7
<u>2014/15</u>	1	16	4	8	17
<u>2014/15</u>	2	15	6	14	49
<u>2014/15</u>	3	15	4	20	25
<u>2014/15</u>	4	19	3	15	11
<u>2015/16</u>	1	19	2	29	16
<u>2015/16</u>	2	18	3	17	14
<u>2015/16</u>	3	14	4	22	28
<u>2015/16</u>	4	17	5	15	15
<u>2016/17</u>	1	4	7	7	13
<u>2016/17</u>	2	16	10	4	9
<u>2016/17</u>	3	19	3	1	17
<u>2016/17</u>	4	14	4	4	14
<u>2017/18</u>	1	16	5	8	6
<u>2017/18</u>	2	13	6	2	19

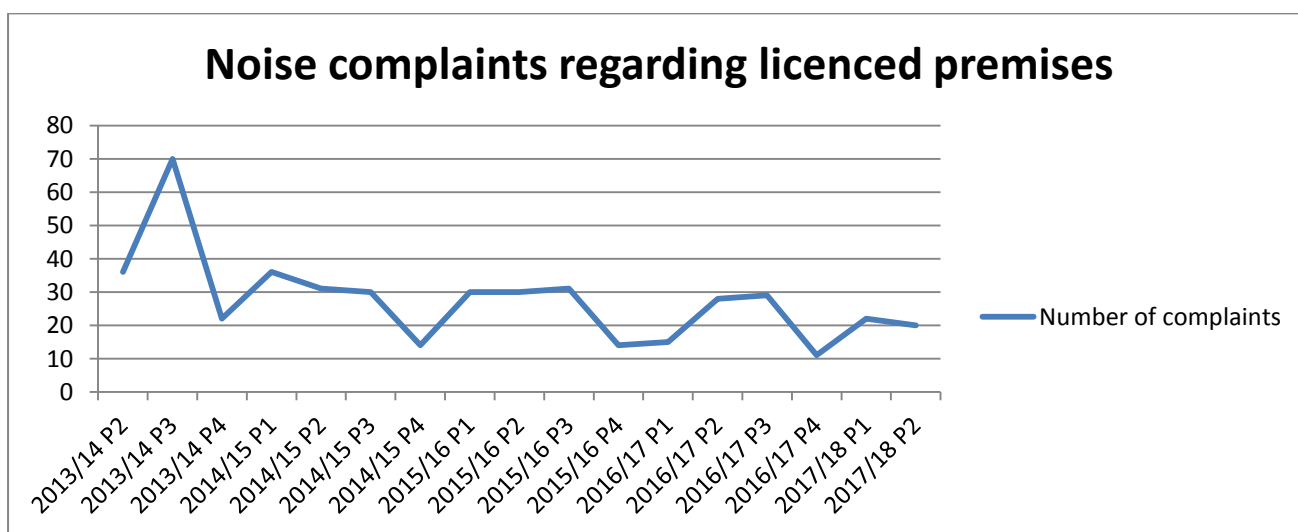


19. The number of hearings and reviews remains at very low level year on year, however since the last meeting on 15 September there have been three hearings scheduled one of which is concerning a Temporary Event Notice opposed by City Police. There have been no reviews of premises and the 'RAG' risk assessment scheme operated by the Licensing Team with information from City Police, Licensing, Fire Brigade and Pollution Team has one establishment as a red risk, with all the rest of the 851 licensed premises in the City on 'green'.

20. Noise matters related to licensed premises remain at low levels and are reported to Licensing Committee. The number of noise complaints specifically associated with licensed premises is set out below to illustrate the trend over the last three years. Although the number is down for the second period compared with the same time last year there is no indication that of any increasing trend which supports the excellent findings of the 'RAG' assessments in the City.

Noise complaints for licenced premises

Year	Period	Number of complaints
<u>2013/14</u>	2	36
<u>2013/14</u>	3	70
<u>2013/14</u>	4	22
<u>2014/15</u>	1	36
<u>2014/15</u>	2	31
<u>2014/15</u>	3	30
<u>2014/15</u>	4	14
<u>2015/16</u>	1	30
<u>2015/16</u>	2	30
<u>2015/16</u>	3	31
<u>2015/16</u>	4	14
<u>2016/17</u>	1	15
2016/17	2	28
2016/17	3	29
2016/17	4	11
2017/18	1	22
2017/18	2	20



Safety Thirst

21. The reviewed Safety Thirst Award ceremony will be held on 24 October this year in the Livery Hall at Guildhall. The number of actual awards is almost the same as last year with 46 awards compared with 47 in 2016. There are significantly more premises achieving the higher 'commended' rating (18 compared with 7 in 2016). We will again, following the award, continue our discussions with Best Bar None, which has this year received some renewed support from the Home Office and Metropolitan Police to consider again whether it is worth amalgamating our award with theirs.

Late Night Levy

22. The amount of levy collected so far this year project a similar level of income for the third levy year October 2016/17 £435,000, compared with £433,00 in 2015/16, suggesting there is still no disincentive against trading as a result of the levy. 70% of levy, which provided £317,000 in 2015/16, goes to City of London Police for activities involving improving the impact of Licensing on the night time economy, and 30% to the City Corporation.

23. There is a regular quarterly meeting between City Police, Community Safety Team and Licensing Team to consider levy spending has been instigated and the most recent meeting was held on 2 August. Areas of significant expenditure on the City Police portion of the levy continue to be the night time policing of licensed activities, an additional intelligence post in the City Police Licensing Team. The bid for a mobile CCTV facility to cover areas less well covered by the City CCTV network has been successful and is in the process of 'fitting out' before it becomes available for operational use. The levy continues to support the 'out of hours' noise service and additional cleansing activity. A bid from Club Soda to extend their scheme to encourage consumption of less alcoholic drinks and alcohol-free alternatives was presented to the Licensing Committee in July and has been agreed to continue to promote lower and non- alcoholic drinks at licensed establishments in the City. The Community Safety Team are investigating the implementation for the Christmas 2017 period of cycle paramedics along with City Police to reduce the burden on Police and London Ambulance Service dealing with those who have been over consuming alcohol in this period and may be supported by levy funding. The Town Clerk has written to the London Ambulance Service seeking support for additional resource in the City over the Christmas period this year. We understand that this has received a favourable response to the use of paramedics as piloted in 2016.

Corporate & Strategic Implications

24. The Public Protection Service contributed to the Safer City Partnership Strategic Plan 2016/17, and its priorities and objectives.

25. The Markets and Consumer Protection Department contributed to the One Safe City Programme, was represented on the Safer Communities Board and will be part of the new arrangements for the Secure City Programme.

26. The Department is also represented on other relevant Boards and Groups, including the Serious Organised Crime Board.

Conclusion

27. The Public Protection Service continues to support the priorities and objectives of the Safer City Partnership through routine work, but also via specific projects and contributions to plans and strategies.

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