Strategic Planning & Performance (Police) Committee

Date:	**THURSDAY, 22 FEBRUARY 2024**
Time:	11.00 am
Venue:	**COMMITTEE ROOMS, GUILDHALL**

Members:

Tijs Broeke (Chair)
Andrew Lentin (Deputy Chair)
Munsur Ali
Deborah Oliver
Alderman Timothy Hailes
Deputy James Thomson

Helen Fentimen
Melissa Collett
Adrian Hanstock (External Member)
John Griffiths
Jason Groves

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

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

   To agree the public minutes and non-public summary of the meeting held on 23 November 2023.

   For Decision
   (Pages 5 - 10)

4. **PUBLIC OUTSTANDING REFERENCES**

   Joint report of the Town Clerk and Commissioner.

   For Information
   (Pages 11 - 12)

5. **SUBJECT: Q3 POLICING PLAN PERFORMANCE 2023-24**

   Report of the Commissioner.

   For Discussion
   (Pages 13 - 30)

6. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

   Report of the Commissioner.

   For Discussion
   (Pages 31 - 34)

7. **HMICFRS UPDATE ON PEEL INSPECTION ' REQUIRES IMPROVEMENTS'**

   Report of the Commissioner.

   For Discussion
   (Pages 35 - 40)

8. **IMPROVING COMMUNICATIONS AND ENGAGEMENT ON CRIME AND POLICING**

   Report of the Commissioner.

9. **NEIGHBOURHOOD POLICING STRATEGY DELIVERY PLAN**

   Report of the Commissioner.

   For Discussion
   (Pages 47 - 60)

10. **CRIME DATA INTEGRITY REVIEW**

    Report of the Commissioner.

    For Discussion
    (Pages 61 - 68)

11. **MODERN DAY SLAVERY AND HUMAN TRAFFICKING UPDATE**

    Report of the Commissioner.

    For Discussion
    (Pages 69 - 76)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

    For Decision

Part 2 - Non-Public Agenda

15. **OPERATION SHELBOURNE- HATE CRIME REPORTING USING TRUE VISION**

    Report of the Commissioner.

    For Discussion
    (Pages 77 - 82)

16. **DEEP DIVE 3 - HOW EFFECTIVELY IS THE CITY OF LONDON POLICE TACKLING SERIOUS AND ORGANISED CRIME INCLUDING DISRUPTION OF DRUGS SUPPLIES AND COUNTY LINES?**

Report of the Commissioner.

<div align="right">**For Discussion**
(Pages 83 - 110)</div>

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

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

STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE
Monday, 13 November 2023

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at on Monday, 13 November 2023 at 11.00 am

Present

Members:
Tijs Broeke (Chair)
Deborah Oliver
Deputy James Thomson
Helen Fentimen
John Griffiths
Melissa Collett (External Member)
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)

Officers:
Paul Betts	-	Assistant Commissioner
Umer Khan	-	City of London Police
Alix Newbold	-	City of London Police
Amanda Horsburgh	-	City of London Police
Oliver Shaw	-	City of London Police
Carly Humphreys	-	City of London Police
Claire Flinter	-	City of London Police
Hayley Williams	-	City of London Police
Richard Riley	-	Director of the City of London Police Authority (Town Clerk's Department)
Charles Smart	-	Town Clerk's Department
Polly Dunn	-	Town Clerk's Department
Kezia Barrass	-	Town Clerk's Department

1. **APOLOGIES**
   Apologies were received from Alderman Tim Hailes. Andrew Lentin, and Munsur Ali also issued apologies and were observing the meeting online.

   The Chair welcomed the new clerk to the City Corporation.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations.

3. **MINUTES**
   RESOLVED, that the public minutes and non public summary of the meeting held on 5 September 2023, be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**
   Members received a joint report of the Commissioner and the Town Clerk regarding the Committee's outstanding references.

   RESOLVED, that the report be noted.

5. **CITY OF LONDON POLICE – POLICING PLAN 2022-25- ANNUAL REFRESH 2024-25**
   Members received a report of the Commissioner regarding the 2024 City of London Policing Plan Annual Refresh (2022-25).

   Members were advised that consultation was taking place through Cluster Panels and an online survey. Weight would also be given to Member's feedback as representatives of their constituents and communities. Results had been received but these were being analysed and would come forward to the next meeting as part of this report update.

   Members discussed the need to ensure that the Victim Strategy was sufficiently prioritised within the Policing Plan. This was considered critical.

   In relation to the Youth Independent Advisory and Scrutiny Group (IASG), a Member offered to provide introductions with the Partnership for Young London.

   In a discussion specifically on Cluster Panels, it was commented that they had recently been poorly attended and questions raised as to their effectiveness. In response, it was suggested that invitations go to attendees with more notice. Other online platforms may prove useful alternatives for consultation and advertising.

   It was proposed that additional focus be put onto professional development, health and wellbeing of staff.

   A question was raised as to whether actions arising in response to the Baroness Casey Review would feature in the refreshed Plan. It was noted the recommendations from the Casey Review had been reported separately to the Professional Standards and Integrity Committee.

   In conclusion, Members asked that the Commissioner to also start considering proposals for the next three-year Plan (from 2025).

   RESOLVED, that the report be noted.

6. **QUARTERLY HMICFRS INSPECTIONS UPDATE**
   Members received a report of the Commissioner regarding the Force's ongoing response to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspection.

   It was noted that, having prioritised resources, the Force was making good progress against the historic required actions. Following a question, the

Commissioner provided assurances that sufficient resource was also being invested into preparing for future inspections, to avoid scoring poorly in future.

It was noted that some actions will have been superseded by other projects and Operations. For example, Covid-19 related actions were, where appropriate, written-off. There were, however, lessons learned in these cases.

A specific question was raised with respect to the unannounced custody inspections and Independent Custody Visiting Association (ICVA). In preparation, internal reviews had been undertaken and whilst the current Policing Estate presented some challenges, it would improve once the new purpose-built development had completed.

RESOLVED, that the report be noted.

7. **Q2 POLICING PLAN PERFORMANCE 23-24**
Members received a report of the Commissioner regarding the Quarter 2 Policing Plan Performance for 2023-24.

Members reflected positively on the success of the Cycle Team trial and the Commissioner confirmed a review into its effectiveness was ongoing.

The return of Anti-Social Behaviour levels to pre-pandemic levels drew attention and the Commissioner confirmed this was in direct correlation to increased footfall in the Square Mile. It was remarked that there was an increase in the Night-Time Economy anticipated as a result of the City Corporation's Destination City Campaign.

Before Covid-19 the uptick in crime could be associated with the cut in officer numbers. Following the uplift, however, this was not considered to be the cause and Members stressed the need to ensure the upward trends ceased.

The Commissioner reflected that there had been an increase in crime nationally. It was recognised that there were a number of societal impacts that the Force could influence, but not control. In response, the Force were ensuring response through deployability. Operations, such as Operation Reframe and Operation Niven, were also having a positive impact. The data would continue to be monitored.

The crime hotspots centred on transport hubs into the City. It was confirmed that the Force worked with the Metropolitan Police and British Transport Police but noted that many offenders were coming in from outside London. The Force shared data to help understand perpetrator profiles and made referrals to relevant boroughs.

A Member articulated the need to ensure a diverse workforce and the Commissioner agreed and confirmed positive action was being taken and the issue remained a constant focus of the Force's leadership.

Members sought more information on the ongoing support given to victims of violent crime, particularly when there was a long period of time taken to get to trial. Victim Services, a group of dedicated officers, worked with a series of partners to ensure victim support throughout this period.

It was requested that the Force publicise actions taken in response to Violence Against Women and Girls, in the lead up to Christmas. It was noted that the City of London Police were planning to be White Ribbon accredited ahead of White Ribbon Day (25 November 2023).

With regard to fraud outcomes, it was remarked that the Force was in a positive position, and this deserved recognition and should be celebrated.

A Member asked to see more goals and outcomes.

There was a discussion on Operation Mayfield, the policing operation response to the ongoing conflict in the Middle East and how it impacted the City. Members indicated a desire to be updated on the position regarding hate crime incidents in the City.

RESOLVED, that the report be noted.

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**
Members received a report of the Commissioner regarding an update on the Force's Community Engagement activity for the last Quarter.

More data was required to track impact and measure outcomes quantitively.

It was suggested that an increased visible presence of the Police at existing City events (e.g. Wardmotes), alongside increase social media activity, may bolster ongoing Local Policing community engagement. It was also proposed that the Force work with the Head of Community Engagement a the City of London Corporation to take advantage of existing opportunities for community engagement, bringing forward topic-specific matters.

RESOLVED, that the report be noted.

9. **CITY OF LONDON POLICE STAFF SURVEY- QUESTION 4.1 UPDATE**
Members received a report of the Commissioner regarding the City of London Police Staff Survey and a specific update in response to whether the City of London Police was a psychologically and emotionally healthy place to work.

Members called on the Force to ensure their workforce, at all levels, was representative of the area it served, noting that those in minority groups were often the ones who felt least supported. The survey parameters and data set allowed leadership to see the groups most significantly impacted. An assessment of this would assist with more targeted action.

The Commissioner explained that external factors, principally the public's trust and confidence in policing, impacted how the workforce felt. Locally, the Force is doing well, but nationally this was a more challenging picture.

With regard to retention, and turnover of leaders, the Commissioner noted the benefits of upskilling and personal development but also recognised the impact on their teams. Regardless of these inevitable changes, the goals and values approach to management should be consistent.

RESOLVED, that the report be noted.

10. **CITY OF LONDON POLICE VULNERABILITY DEEP DIVE**
Members received a report of the Commissioner regarding the effectiveness of the City of London Police in identifying, supporting and safeguarding vulnerable people.

There was a question raised on the training provided to victims of Female Genital Mutilation (FGM) and honour-based violence and the Commissioner advised that work with partner organisations had been crucial in supporting this work. The wellbeing of Officers overseeing this work was also deemed critical.

On domestic abuse – the numbers reported were low because the residential population was low. The Force welcomed connections with business partners to help with those suffering from domestic abuse who may be working in,or visiting the City.

Members asked if there was enough being done to prevent and identify cases of Modern Slavery. An operational update was due to come forward in the coming year. It fell under the category of serious and organised crime and focus centred on children coming into the City; fraud; manual labour and cleaning workers.

It was considered critical that the City of London Corporation found sustainable funding for Mental Health Street Triage. In response to this it was suggested by a Member that an internal bid for increased mental health services had recently been turned down by the City Corporation.

There had been no significant rise in hate crimes reported since the conflict in Israel and Gaza. Whilst the number of hate crimes remained low, the Force did not wish to become complacent.

RESOLVED, that the report be noted.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
Thanks were extended to Paul Singh, who had recently resigned from the Committee.

Thanks were also issued to the Officers that supported the Lord Mayors Show, which took place the previous weekend.

13. **EXCLUSION OF THE PUBLIC**
The Chair confirmed with Members present that no debate was required on the item 13, the Non-Public minutes of the previous meeting. Consequently, the Committee was permitted to remain.

14. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 5 September 2023, be approved as an accurate record.

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

16. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 12.57 pm

Chairman

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

Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
7/2023/P	**5 September Item 5- Policing Plan Performance Q1**	**Victim Strategy**- Police Authority Director undertook to have a draft Victim Strategy ready for the end of 2023 with a view to implementing for the new financial year 2024-2025	PA Director	**In Progress**-target date set for April/May**.**
8/2023/P	**5 September Item 7- Neighbourhood Policing Strategy**	Following comments from Members noted the updated NHP Strategy would be presented to October PAB and delivery plan would be presented back to this Committee at its next meeting	Commissioner	**Complete-** This is on the agenda.
10/2023/P	**November 2023 Item 7 Q2 Policing Plan Performance**	Members asked that data on Hate Crimes be reported to the next meeting.	Commissioner	**Complete-** Hate crime data is included under **Measure 6.2** of the Q3 Policing Plan performance measures update on the agenda.

Agenda Item 4

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Committee(s): Strategic Planning and Performance Committee	Dated: 22 February 2024
Subject: Q3 Policing Plan Performance 2023-24	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 20-24	**For Discussion**
Report author: Claire Flinter (Head of Business Information)	

Summary

This report provides a performance assessment against the measures in the Policing Plan for Q3 2023-24 (1st October to 31st December 2023).

1. The Policing Plan has three operational priorities:
    a. Keep those who live, work and visit the city safe and feeling safe.
    b. Protect the UK from the threat of economic and cybercrime.
    c. Put the victim at the heart of everything we do.

2. The Policing Plan has three organisational priorities:
    a. Our People
    b. Our Resources
    c. Efficiency & Effectiveness

3. A refresh of the Policing Plan was undertaken in 2022, and the previous measures have been adapted to give a strategic oversight of performance to Members. These measures were agreed at the Strategic Planning & Performance Committee In February 2023. This report assesses performance by reviewing the data trend associated with the measure, providing some analysis of the reason for the trend, and what action is being taken to achieve the performance measure.

Recommendation

Members are asked to note the report.

Appendices
- Appendix 1 – Policing Plan Measures 23-24-Crime and ASB Summary

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Policing Plan Performance Report

Quarter 3 2023/24

A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

1.1

Keep those who live, work and visit the city safe and feeling safe
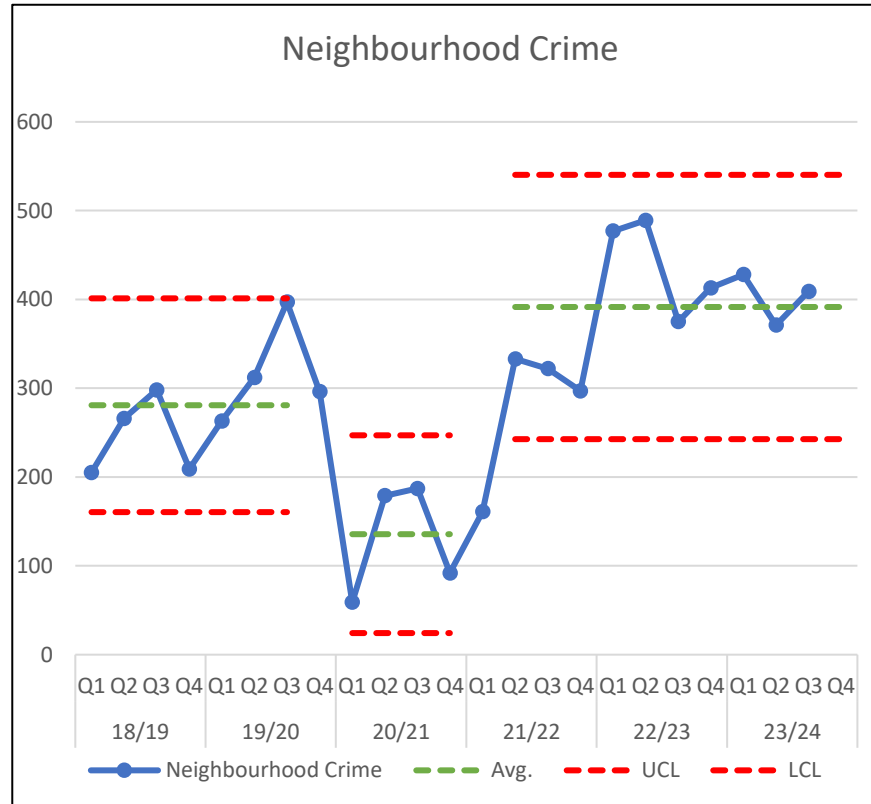## Reduce Neighbourhood Crime

Data Trend

Reasons

Neighbourhood crime has increased by 9% (+38) from Q2 to Q3. There has been a decrease of 4% (-19) since Q1 23/24. There has been an overall decrease of 16% (-80) since the highest crime count for this category in Q2 22/23. Crime predictions indicated increases for this category in Q3 as we know these are high crime months.

Neighbourhood crime is defined using the national definition and includes the following crime types; burglary residential, robbery personal, vehicle crime and theft from the person. Neighbourhood crime has been driven predominantly by 'theft from the person' offences. The main modus operandi for these types of crimes are phone snatches and distraction thefts. This crime category had contributed to the reduction seen for neighbourhood crime in Q2, but this has started to increase again.

Theft from the person had previously been the main driver of all crime. This has now been replaced by 'all other theft' offences which are not included in the national neighbourhood crime definition.

Neighbourhood Crime

| | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 |
| | 18/19 | 19/20 | 20/21 | 21/22 | 22/23 | 23/24 |

Legend: —●— Neighbourhood Crime - - - Avg. - - - UCL - - - LCL

Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
413	428	371	409

Response

There has been a significant response in terms of Intelligence led policing which has continued to tackle neighbourhood crime effectively and identify offenders. There has been a particular focus on 'theft from the person' offences, specifically phone snatch, with targeted operations. Significant preventative work has been ongoing such as high media coverage to prevent people becoming a victim of this crime type. This work has contributed to a year-on-year decrease for this category.

The introduction of the Cycle Team to target offenders in the City has been successful and there have been significant arrests of prolific offenders this quarter. After a successful trial, this team is now permanently established in the organisation and will continue to undertake this effective work.

National Safer Business week commenced successfully this quarter; a joint initative which proactively targets repeat and prolific offenders who are committing serious acquisitive crime in the City. This demonstrates the strength of our intelligence led policing response. The Christmas campaign was also launched, and results are being evaluated but early indications show that it stabilised the increasing crime trend.

Increased governance of acquisitive crime has occurred across all levels of the organisation with targeted meetings dedicated to problem solving, with a focus on neighbourhood crime

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Keep those who live, work and visit the city safe and feeling safe
## Reduce Violent Crime

Data Trend

Reasons

Violent crime has increased in Q3 by 18% (+79) compared to Q2. The biggest drivers for this increase are Violence Without Injury +28% (+71) and Rape +38% (+5). There is a 37% (+122) increase overall from Q3 in 22/23 and volumes have returned to the same level as Q3 21/22 .

Volumes of serious violence have increased by 10% (+17) since Q2 23/24. Serious violence has increased on average by 9% each quarter since Q3 22/23. Serious violence offences in the City are low compared to national volumes, with violent crime making up 7% of 'all crime' experienced in 23/24 year to date.

Violent crime mainly occurs during the night-time economy and the latest analysis demonstrated that this accounted for 62% of violent crime so far in 2023/24. For both the day-time and night-time economy hours, these are mainly driven by common assault, followed by assault occasioning actual bodily harm which are the lower harm violent crimes.

Crime predictions and seasonality suggested that we would see an increase in this category for Q3.

Violent Crime
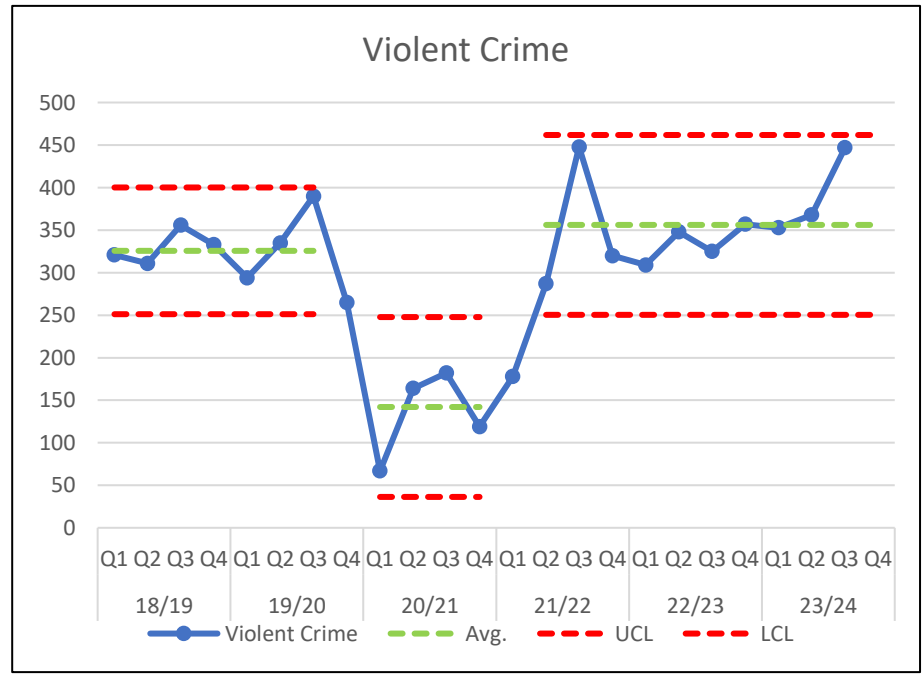
Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
357	353	368	447

Response

A multiagency approach to policing the night-time economy continues with a focus on hotspot policing. The new Serious Violence Duty ensures councils and local services work together to share information and target interventions to prevent and reduce serious violence. This work is being led through the Safer City Partnership. Work is ongoing to finalise the strategy in January and performance against this will be monitored.

The operating model changes went live, with the allocation of higher harm violence offences such as rape, sexual assault and child protection to be dealt with by a dedicated team allowing a greater focus on these crimes. The impact of shift pattern changes has impacted positively, and it is clear the increased presence in the NTE has contributed to keeping people safe in Q3.

City of London Police have continued to invest in additional evidential technology to build their capability of early capture of evidence, particularly for rape offences.

A detailed analysis of violent crime has been completed in the City and has been used to inform the policing response. There has been an increase in assaults on security staff and retail workers when challenged about shoplifting. This quarter intelligence has been used to identify repeated series and has resulted in the arrest of repeat offenders.

CITY OF LONDON POLICE

1.3

Keep those who live, work and visit the city safe and feeling safe
Reduce Violence Against Women and Girls (VAWG)
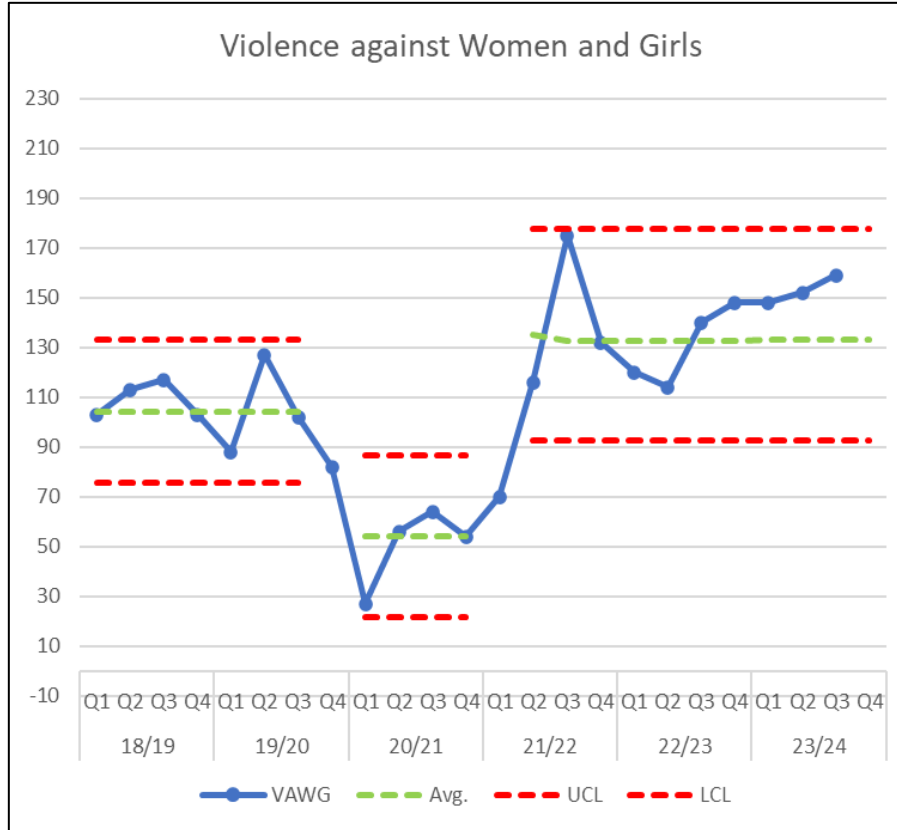
Data Trend

➡️

Reasons
Overall Violence Against Women and Girls has increased by 4% (+7) from Q2. Since Q3 22/23 there has been an average quarterly increase of 3% (+4).

The offences that are contributing to this increase are rape offences and sexual offences. Rape offences in Q3 show a 39% (+5) increase from Q2. For other sexual offences Q3 shows a 21% (+9) increase from Q2.

Volumes of rape and other sexual offences are currently 38% (+48) higher than the high crime year of 19/20.

The majority of sexual offences reported in the City are lower-level sexual touching offences often linked to the night-time economy, alongside exposure offences.

Violence against Women and Girls

Legend: VAWG, Avg., UCL, LCL

	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
	18/19	19/20	20/21	21/22	22/23	23/24

Response
Targeted operations are ongoing to tackle Violence Against Women and Girls offences, and this involves multi-agency working with partners, as well as on-going media campaigns that focus on the most prevalent issues impacting this crime type, with a particular focus on rape and serious sexual offences.

During Q3, a new black cab marshalling scheme was launched at Liverpool Street Station, aimed at improving safety for commuters and residents in the City of London, and ensuring that they get home safely. There has also been an ongoing focus on empowering businesses and organisations to tackle child exploitation through increased awareness and training. The Ask for Angela evaluation continues with licensed premises and an increased focus on hotels in the City.

City of London Police are continuing their work on the Operation Soteria National Programme and will focus on continuing to deliver improvements for the victims of rape and serious sexual offences, alongside continuing to map demand effectively and build capability to ensure we continue to keep women, girls and all who live, visit and work in the City safe and feeling safe. This will include a continuous focus on delivering specialist trained officers in rape and sexual offences.

Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
148	148	152	159

CITY OF LONDON POLICE

1.4

Keep those who live, work and visit the city safe and feeling safe
City of London Police positive outcome rate remains above the national average

Data Trend

Positive Outcomes are based on Home Office Counting Rule outcome codes 1-4 and 6-8 which include outcomes such as charged/ summons, out of court disposals, and taken into consideration.

Reasons

City of London Police consistently exceeds the national average, which is positive. The national positive outcome rate for published data to April 2023 demonstrates a 11.3% outcome rate. City of London Police are currently performing higher than this.

The current positive outcome rate for Q3 is 21% (381). This area is driven by positive performance in crimes against society (59%), and volumes for violent crimes (23%) are also positive when compared nationally.

The positive outcome rate is calculated based on the amount of crime recorded per month, divided by the number of positive outcomes recorded in that month. Therefore, the rate can be impacted by the rise and fall in crime volumes.

As work continues, we would expect that performance for this measure is maintained despite increasing crime volumes.
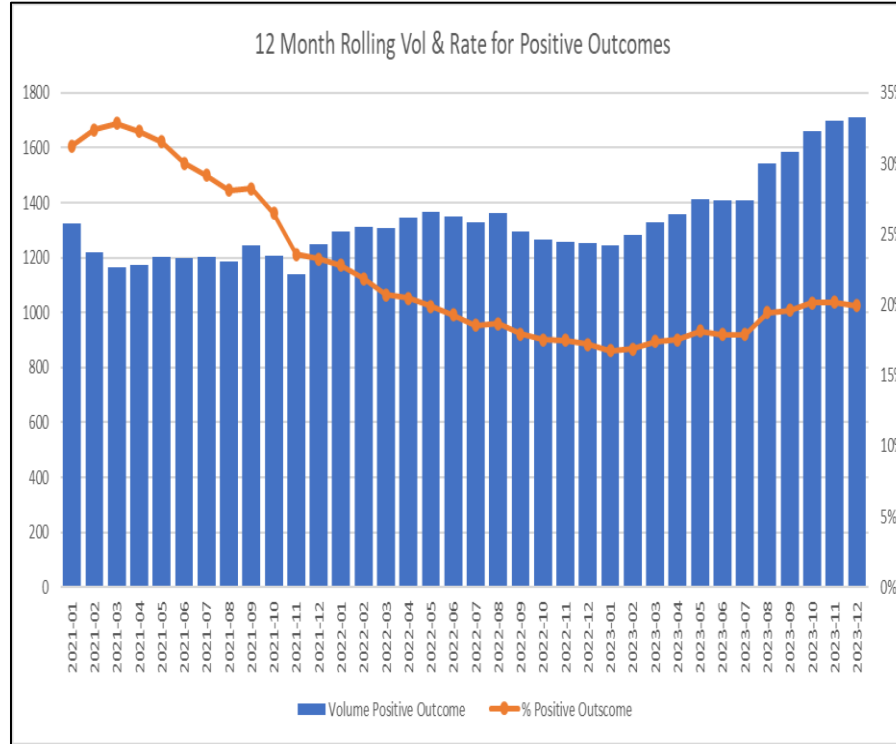
Response

City of London Police attend and investigate every crime, which increases the chances of getting a successful outcome.

This includes reinvestment within our core criminal investigation and public protection teams, to assist in continuing to improve our investigative response and providing the very best service to victims of crime. These will improve management of high harm investigations and volume crime investigations and are being monitored for impact on outcome rates. City of London Police analyses all outcomes applied to crimes, not just positive outcomes.
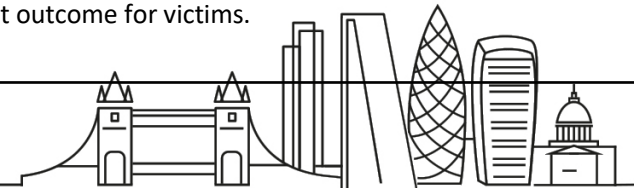
This also includes exploring all options for out of court disposals and reducing reoffending through effective suspect and offender management. We will continue to understand where there are any variations from national trends.

Investment into evidential technology to support positive outcomes continues, and the proposed introduction of a CCTV team will also contribute to this.

In Q3, the introduction of the Volume Crime Unit and integration into Specialist Crime Command improved our response and outcomes across the serious acquisitive crime impacting our policing area. This is supported by dedicated analytical resource to ensure that we are using our data effectively to focus on crimes that matter most and achieve the best outcome for victims.

12 Month Rolling Vol & Rate for Positive Outcomes

Legend: Volume Positive Outcome | % Positive Outscome

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
Percentage	17%	18%	21%	21%
Volume	1323	1413	1586	1816

A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

Keep those who live, work and visit the city safe and feeling safe
Reduce Anti-social Behaviour (ASB) incidents
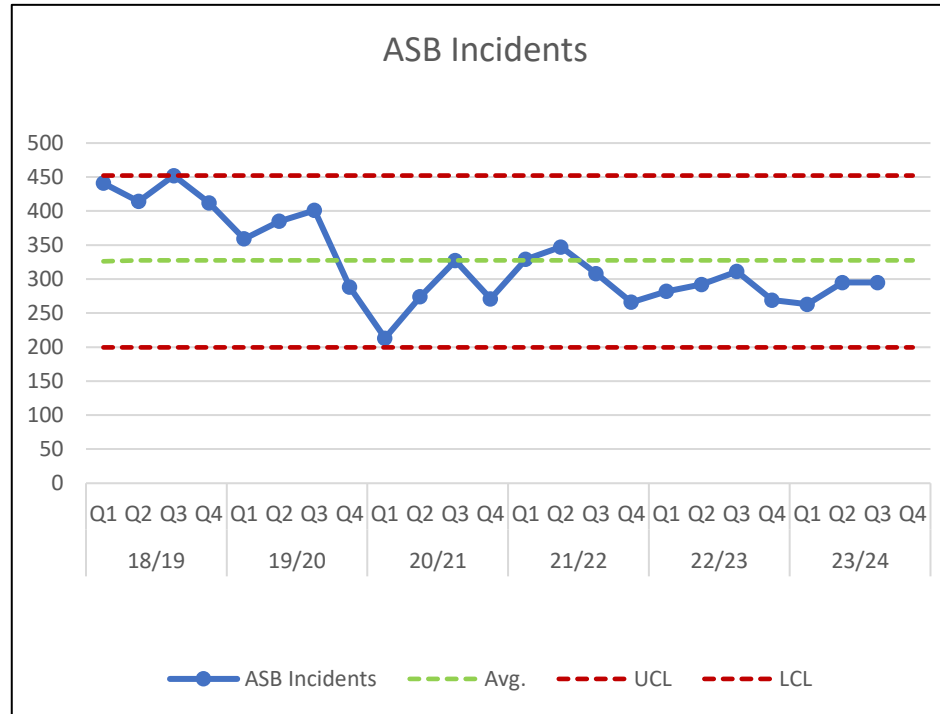
Data Trend

➡️

Reasons

Anti-social behaviour (ASB) incidents remain low and are 10% (-32) below the average monthly totals.

This has been very consistent for several years and is supported by the Partnership and Prevention Hub which assesses repeat victims, locations and suspects to ensure appropriate responses are put in place to deal with the ASB.

Despite often being described as 'low-level crime', existing evidence suggests anti-social behaviour can result in a range of negative emotional, behavioural, social, health and financial impacts. These include negative mental health effects, avoidance behaviours and decreased economic productivity. The focus of City of London Police is on ensuring that victims are 'at the heart of the response to anti-social behaviour'.

Response

City of London Police continues to engage with its residential and business communities to ensure the low volumes of ASB are not due to underreporting. This is supported by the ongoing delivery groups and partnership working with the Corporation and other agencies.

Over the next quarter there will be significant investment into this area, linked to the ASB strategy. Work is ongoing to use a data-led approach for using the funding to have the greatest impact on ASB levels and feelings of safety in the City.

Community engagement has continued through Ward Panel Meetings and local promises targeting issues affecting people at a ward level. City Police have invested in their Dedicated Ward Officers, and we ensure a high visible presence particularly within the night-time economy.

Dedicated operations have been used to reduce offending within the square mile and deter offenders who use cycles, e-scooters and e-bikes to commit road traffic offences and cause anti-social behaviour within the City of London. Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis.

ASB Incidents

Legend: ASB Incidents — Avg. — UCL — LCL

Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
269	263	295	295

CITY OF LONDON POLICE

2.1 Protect the UK from the threat of cyber and economic crime
Increase the number of positive outcomes recorded in relation to fraud nationally

Data Trend

Reasons
In Q3 2023/24 the national yield of judicial outcomes dropped to 1,196, down 26% (-429) on the previous year's Q3 (1,625). Year to date, a poor Q3 means that nationally we produced 4,372 judicial outcomes, however this is only 7% or 379 judicial outcomes below the 4,751 YTD recorded for the prior year period (2022/23).

A poor Q3 period is due to only one force (GMP) yielding above 50 outcomes in any of the 3 months (53); in comparison two forces yielded 100+ in a month, in both Q1 and Q2. Many of these were historic outcomes to large cases with circa 54 and 113 respectively.

The forecast of 6,000 judicial outcomes is challenging to 2023/24, but the NCO has already begun to work with forces on their outstanding investigations, to close the year in a strong position.

Total outcomes reported in a period can relate to disseminations from any time. The volume of outcomes fluctuates throughout the year as cases with varying numbers of crimes attached are completed. For example, one investigation into a boiler room might have hundreds of outcomes attached to it and closing the case will give many outcomes, potentially bringing closure to multiple victims.

National Positive Outcomes Reported

$R^2 = 0.1636$

Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

21/22   22/23   23/24
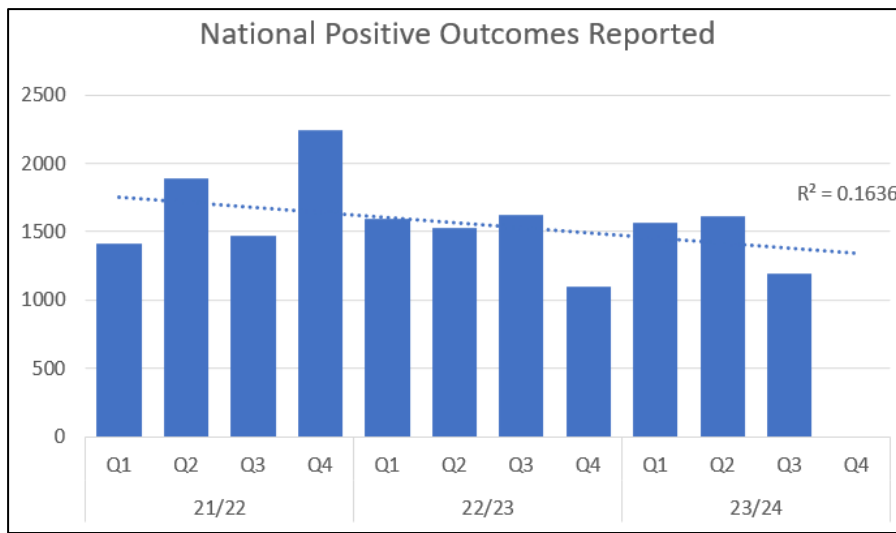
Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
1,101	1,562	1,614	1,196

Response
The National Fraud Intelligence Bureau has recently implemented a new process for serious and organised crime operation monitoring. This improves dissemination of linked crimes to existing operations and consequently the recording of outcomes for those investigations. It also creates a more accurate reflection of the ongoing work by local police forces which will impact the volume of national outcomes positively.

We continue the evaluation of a solvability pilot that has been active now for nine months, and initial feedback from forces shows reports are being sent out in a timelier fashion and contain more viable lines of enquiry. We are seeing consistent improvement and as this trial progresses and cases move through investigation to outcome, this should further increase positive outcomes.

Force engagement visits continue with a particular focus on the National Policing Strategy for Fraud, Economic and Cyber Crime 2023 – 2028.

CITY OF LONDON POLICE

2.2

Protect the UK from the threat of cyber and economic crime
Law enforcement capabilities to tackle economic and cybercrime developed through training & accreditation

Data trend

Reasons

The ECCA delivered 18 training courses in Q3, an increase of 64% from Q2 (+7) but a fall of 49% (-17) from Q3 22/23. Performance was affected by the cancellation of several courses at short notice by the FCA and NCA, and it was not possible to arrange replacement training.

Despite the fall in the number of courses, delegate numbers rose from 129 in Q2 to 207 in Q3, representing an increase of 60% (+78). Delegate numbers were also higher in 22/23 at 420 for the quarter, a fall of 51% (-213). This quarter, most delegates were from UK policing, with remainder from international policing or the private sector.

Satisfaction for the quarter averaged at 92%, recovering from a drop in October to score consistently above the 22/23 benchmark. The percentage of delegates completing feedback also rose as trainers are now providing time for this process within the classroom.

Number of ECCA Delegates
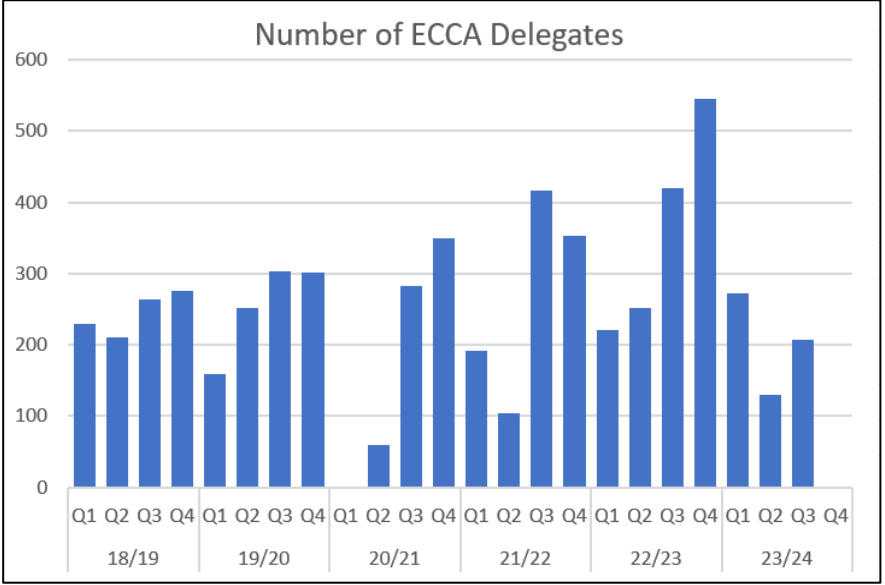
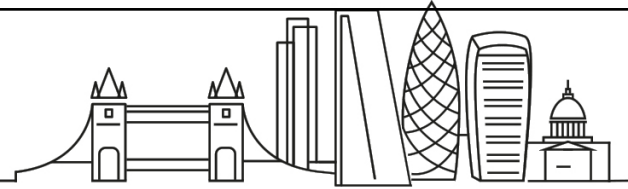| Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
545	272	129	207

Response

The Academy is monitoring the impact of training on attendees and their roles, which will inform future training when the results are analysed. The ECCA is also running a recruitment campaign, actively onboarding new Associate Trainers with specific skill sets to ensure resilience across the courses, and to build capacity and enable more training to be delivered.

The Academy provided Money Laundering Courses to City of London Police officers and staff including Financial Investigators, from teams across the force, ensuring they have appropriate skills and providing career development.

A range of courses were delivered including Introduction to Economic Crime to the NECC, an interview course for the MoD and bespoke courses written for the Home Office and Foreign Office. The first set of Policing and Electoral Fraud was also delivered, along with an SFI course which received a 100% satisfaction rate.

Training and engagement took place with law enforcement in Ghana and Mauritius, enforcing working relationships.

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3.1

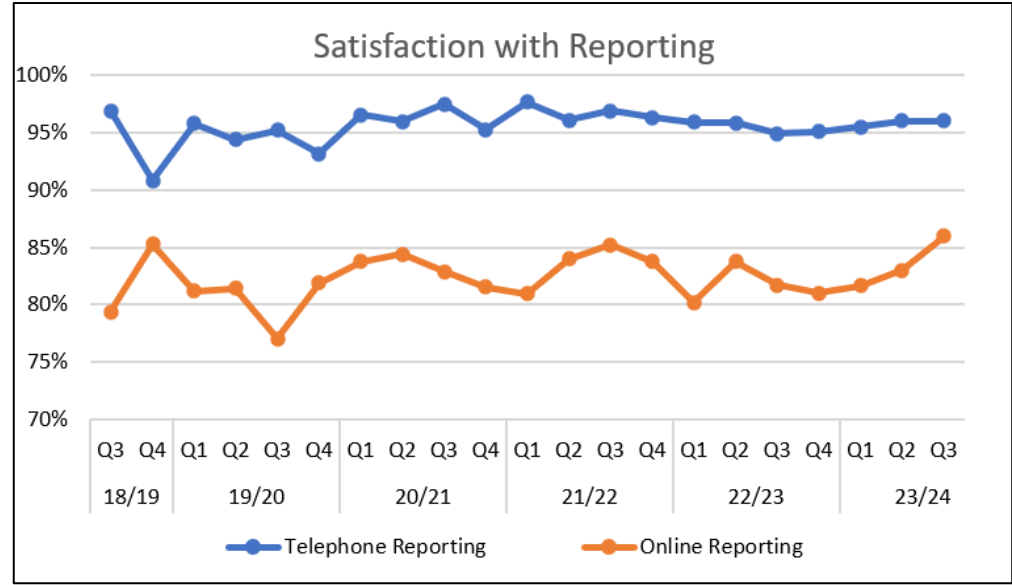# Putting the victim at the heart of everything we do
To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service

Data Trend

Reasons

Satisfaction with the service provided by the contact centre voice channel remains above the 95% target, and stable over the long term. Quarter 3 continued the trend of increased satisfaction due to the uplift in call handler numbers and the associated reduction in call wait times and call abandonment.

Satisfaction rates concerning the online reporting tool have seen slight increases over the last 3 quarters, although in the main they remain under the 85% target, likely due to the inability to improve the online reporting platform as the current supplier is nearing the end of their contract. Q3 was an exception whereby online satisfaction was above target .

Please note that respondent volumes remain extremely low, impacting the representativeness of the data as a percentage of service users. Of the 61,454 survey links delivered associated with crime reports submitted via the web tool, just 0.7% provided satisfaction feedback in Q3.

Response

Action Fraud provide additional services designed to improve the victim journey. The Language Line provides greater accessibility into the service for users for whom English is not a first language. Action Fraud has also improved accessibility into the service for Deaf users who use British Sign Language (BSL), by providing the option to contact Action Fraud via their mobile device using the SignVideo app.

 Additional service improvements include the Advisor XP Contact Centre tool launched in Q1 23/24 - a chat bot style tool offering advisers real time support, to ensure that victims are provided with correct advice and referrals. This has improved the quality of calls and reduced call waiting times, resulting in increased satisfaction.

A new fraud and cybercrime reporting tool is set to launch in 2024 and will present significant changes to online reporting mechanisms and the victim journey.

Satisfaction with Reporting

Telephone Reporting — Online Reporting

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
Telephone Satisfaction	95%	95.5%	96%	96%
Online satisfaction	81%	82%	83%	86%

CITY OF LONDON POLICE

Putting the victim at the heart of everything we do
City of London Police victim satisfaction levels are improved

Data Trend

Reasons

The current victim satisfaction surveying process looks at responses from victims of crime who have answered questions relating to their treatment, how well they were kept informed, and their satisfaction with the overall service. Respondents provided an answer ranging between 1 = very satisfied and 5 = very dissatisfied. Those that have replied with a score of 1 or 2 represent those with a satisfied response and are represented in the table.

The response rate for Q3 is 5% (51 responses from a possible 1,031). There has been an increase in satisfaction levels across all 3 measured areas between Q2 and Q3. Victim satisfaction levels with treatment was the area with the highest satisfaction and had the largest increase at 27%. Kept informed levels experienced a 16% increase in satisfaction and overall service had a 12% increase.

Based on this, analysis will focus on key insights and the sentiment of the victims gained through the qualitative data and will feed into the Victim Board for oversight and decision-making to improve the victim experience.

Victim Satisfaction

Bar chart titled "Victim Satisfaction" showing percentages (0% to 70%) across three categories — Satisfaction levels - treatment, Satisfaction levels - kept informed, Satisfaction levels - overall service — for Q1 23/24 (blue), Q2 23/24 (orange), and Q3 23/24 (grey).

Legend: ■ Q1 23/24 ■ Q2 23/24 ■ Q3 23/24

Response

The City of London Police's investment into a new survey solution will allow us to deal with dissatisfaction in 'real time' leading to a better victim experience and improved processes. Supervisors will be able to drill down into their teams' results using interactive performance dashboards. Alerts can be set up to deal with any negative feedback in the moment and complete service recovery.

Victim satisfaction is linked to public confidence and a good experience will also impact positively on public confidence. Academic studies suggest that increased levels of satisfaction and confidence lead to measurable reductions in crime. Burrows et al. (2005) suggest that this may be because it motivates more cooperation with police in the future and results in individuals coming forward with information. Research evidence suggests that approximately half of all detections result from initial leads provided by members the public, which therefore improves detection rates.

Some positive key words and phrases that were received during the survey were: "very helpful and treated me very well", "professional", "supportive" and "respectful". Some of the negative and recurring key words and phrases that were produced were: "ignored", "long delays between updates and progress" and "disappointment" with case investigations and outcomes.

CITY OF LONDON POLICE

4.3

Our People

City of London Police recruitment activity is improving how well its workforce reflects the communities it serves

Data Trend

Reasons

City of London Police regularly review workforce diversity. Analysis has been undertaken to understand the demographics of the communities that live and work in the City based on the latest census and information provided by the Corporation.

City of London has an ongoing challenge to understand the communities that it serves. We know from analysis that the majority of our victims are non-residents, and that the day-time economy has a different breakdown to our resident population, which makes reflecting the community we serve more challenging than other forces.

The most recent student intake shows 27% of joiners were from an ethnic minority background, this being the highest proportion of ethnic minority joiners since April 2021, and continues to move the organisation in the right direction.

New Officer Joiners by Gender 2018 - current

New Officer Joiners by Ethnicity 2018 - current
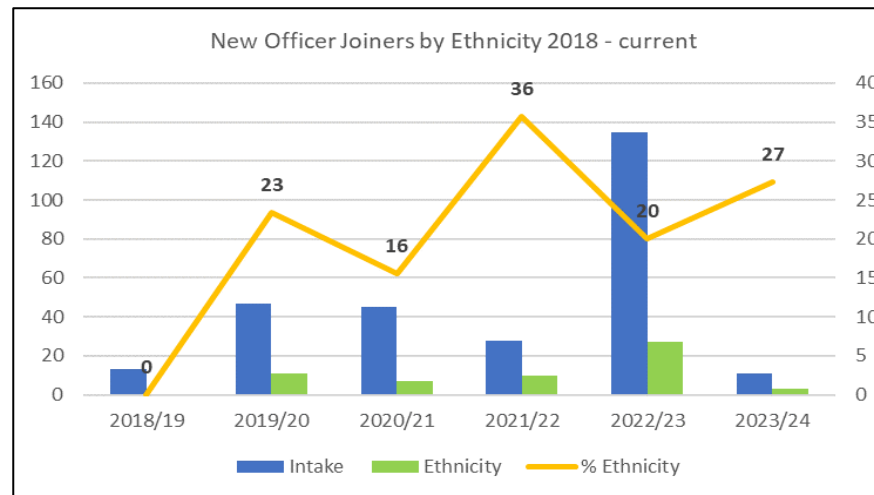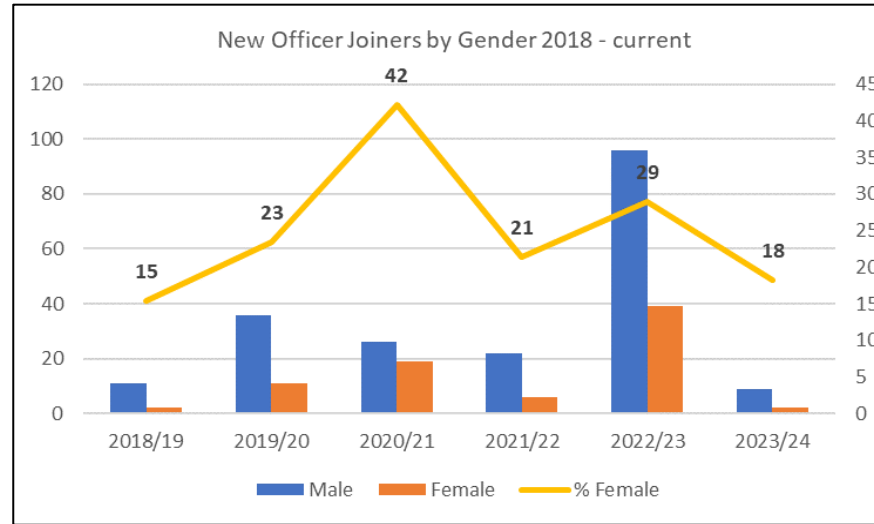
Response

There has been one intake of Student Officers in 2023/24, and a further intake will take place in Q4 for a Detective Direct Entry pathway. Diversity is a key consideration for each intake.

The City of London Police has implemented several schemes in line with its continued outreach and communication strategy. This includes a system to support under-represented candidates through the recruitment and onboarding process as well as during their probation.

City of London Police has continued to run the Positive Action Leadership Scheme (PALS) development programme every year, which is offered to all under-represented groups. This programme has been created to develop and retain officers and police staff from under-represented groups. The Learning & Organisational Development Team will continue to implement new developmental programmes for all underrepresented groups.

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Resources
Financial outturn is within 1% of forecast

Data Trend

The Q3 2023/24 forecast is a break-even position (£101m). High staff vacancies and other underspends have more than offset the high inflationary pressures in year and have provided an opportunity to fund an additional £2.3m of the Force's 23/24 capital programme from the revenue budget rather increase the borrowing requirement. It is expected that the final outturn, at the end of Q4, will be within 1% of this breakeven position.

Efficient and Effective service
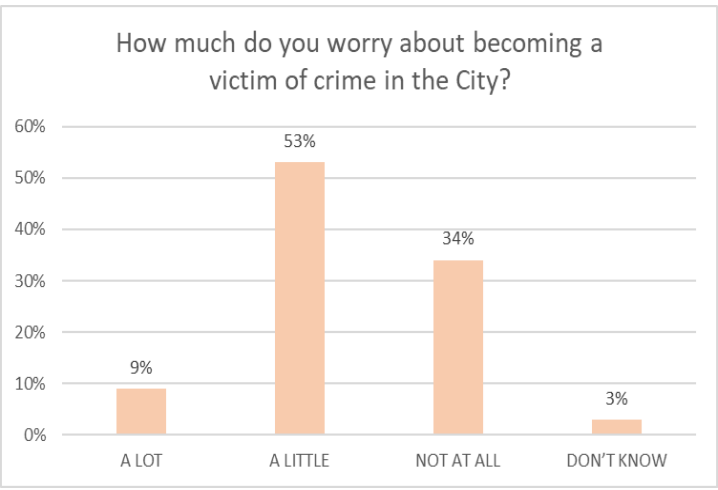## The public feel safe

Data Trend

Reasons
86% of respondents outlined that they feel safe in the City. A visible policing presence was the main driver for feelings of safety. This is key to making our residents and working day population feel safe. For those respondents that outlined they did not feel safe, common themes from the coding analysis included seeing people taking drugs in the street or participating in anti-social behaviour and/or having been a victim of crime previously, making them no longer feel safe.

There were **62% of respondents that outlined** they felt a 'lot' or a 'little' worried about becoming a victim of crime. Those that were less worried about being a victim of crime tended to be confident in their own precautions that they take to avoid being a victim "I try and take sensible safety and security precautions" and "I am aware of my surroundings and don't leave my phone, wallet, jacket, bag etc unattended".

For those more worried about being a victim of crime this was driven by either previously being a victim of crime or visible seeing crime taking place in the City. One respondent outlined "I have been victim of distraction theft, losing my mobile phone."

It important to note that there was a low response rate when interpreting the figures which is why there has been a focus on qualitative analysis.

How much do you worry about becoming a victim of crime in the City?

Category	Percentage
A LOT	9%
A LITTLE	53%
NOT AT ALL	34%
DON'T KNOW	3%

stabbings and crimes
london theft greater city phone thieves
victim city phone crimed city of police
city boy lots
bag
sensible Phone snatching police likely
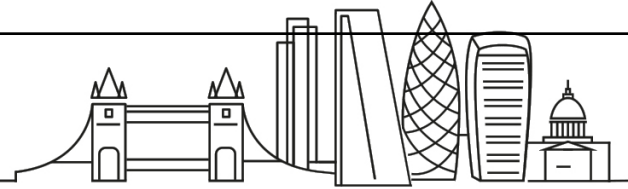similar crimes crime or disorder mobile phone

Response
In Quarter 3 City of London Police ran a Community Survey asking several questions to capture and understand whether people feel safe in the City, have confidence in the police and if they are focusing on the right priorities. This was a combination of quantitative and qualitative questions. Corporate Communications for the Police and the Corporation were engaged before the survey went live to promote the survey and several times during the survey to try to increase response rates.

Full analysis of the survey results around what drives feelings of safety will be presented at the relevant boards to ensure that we are learning from the data and using it to make improvements.

The long-term response to surveying is to complete the ongoing work to bring multiple surveying elements into one place through Uplands Software. This software will allow City of London Police to create an online engagement platform where people will be encouraged to give their feedback on how safe they feel in the City. This will allow City of London Police to run social media campaigns, use QR codes throughout the City and reach out specifically to our residents and wider business population to get feedback.

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Efficient and Effective service
The public have confidence in City of London Police
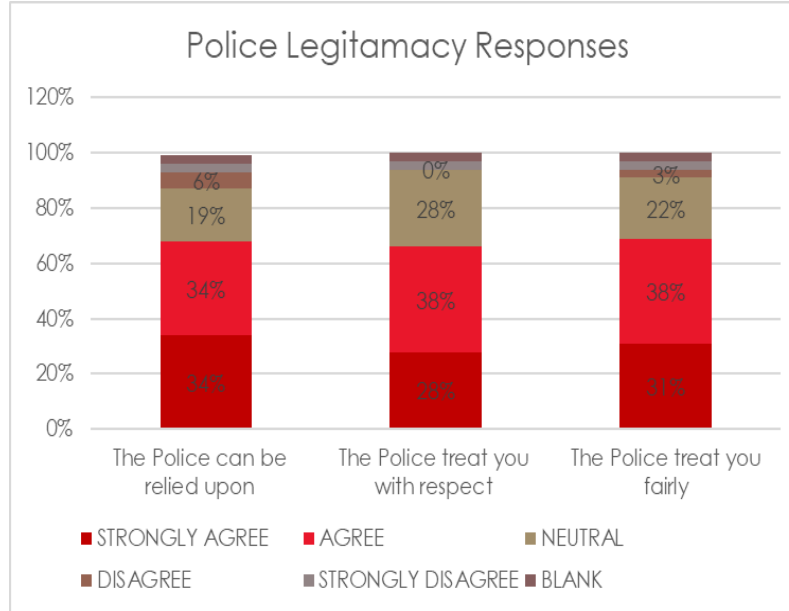
Reasons

The public have confidence. This is one of the two national questions to understand confidence in the police. Responses demonstrate that **78% of people had confidence in City of London Police.**

72% felt that City of London Police do a good job.

These three questions are key to understanding if respondents feel the police are legitimate. They take into account effectiveness and being treated with fairness and respect.

- 68% agree that they would be able to rely on City of London Police.
- 66% responded that City of London Police would treat them with respect.
- 69% say they believe the police would treat them fairly.

There has been an increase of 58% (+100) hate crimes over the last 12 months. This has mainly been driven by racial hate crimes which experienced a 75% (+73) increase in the last 12 months.

Police Legitamacy Responses

	The Police can be relied upon	The Police treat you with respect	The Police treat you fairly
DISAGREE / BLANK	6%	0%	3%
NEUTRAL	19%	28%	22%
AGREE	34%	38%	38%
STRONGLY AGREE	34%	28%	31%

Legend: STRONGLY AGREE, AGREE, NEUTRAL, DISAGREE, STRONGLY DISAGREE, BLANK

Response

There has been a significant response by City of London Police to support all our communities in feeling safe in the City and building their confidence in the police.

We know that there have been increasing concerns that Jewish and Muslim communities are feeling unsafe and that the coverage of the conflict in Gaza is impacting on their wellbeing, daily movements, and feelings of overall safety. Police engagement with these communities suggest that this sentiment is also evident in the City. To support this, there has been increased engagement, taskings and dedicated operations to monitor and provide extra support.

The Neighbourhood Policing team continue to hold High Visibility Days with the City Security Council throughout the year to provide reassurance, demonstrate partnership working, and actively engage with staff and visitors in the City of London. Police officers and security professionals undertake joint high visibility patrols around premises and building footprints to provide a visible deterrent, build positive relationships between the private and public sector, and better understand local priorities, concerns, and issues. Patrols are supplemented by Hubs offering crime prevention materials, bike/property marking, and community engagement.

CITY OF LONDON POLICE
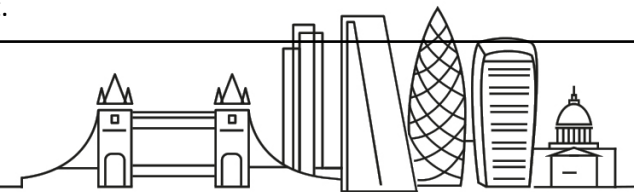
Appendix A

Data Trends

The Success Measures are detailed in the below table.

Where Statistical Process Charts are used; Normal random variation is expected, where volumes fall above and below the average and within the expected confidence limits (at 2 standard deviations, 95%). This is what is known as noise. SPC charts help to 'drown' out the noise by showing exceptions (which require investigation as they are significant).

Significant exceptions are where the data points fall above or below the control limits, or where there is a run of 7 data points above the average or below the average. Another exception is where there is a month on month increase for 7 months. These are the big exceptions, but with more work you can also build in additional early warning indications to help highlight emerging issues.

Where there is no statistical data available a review of the qualitative data has been completed and the same trend analysis applied.

Success Measure Performance Assessment	
↑	A green upwards arrow suggests improvement in the direction of travel.
→	A green arrow pointing right is used for consistent performance at 100%.
↓	A green arrow pointing down means a decreasing trend which is positive.
→	Amber means there has been limited increases or decreases within tolerance level.
↑	A red upwards arrow suggests an increasing trend that is negative.
↓	A red downward arrow suggests a decrease in performance.

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Committee(s): Strategic Planning and Performance Committee	Dated: 22 February 2024
Subject: Quarterly HMICFRS Inspections Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 21-24	**For Discussion**
Report author: Brett McKenna, Head of Strategy & Planning	

Summary

This quarterly report provides an overview of His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) related activity since the last update to your Committee in November 2023.

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report provides an overview of His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) related activity over the last quarter.

Current Position

<u>Inspections since last Committee (November 2023)</u>

2. None.

<u>HMICFRS reports published since last Committee (November 2023)</u>

3. None.

<u>Current status of HMICFRS Action Plans</u>

4. Progress of HMICFRS action plans is overseen by the Force Operational Improvement Board chaired by Assistant Commissioner Operations & Security and attended by Director of the Police Authority and HMICFRS Force Liaison Officers.

5. This board was established in April 2023 and at that time there were 200 open actions ('actions' refers to all recommendations and Areas For Improvement).

Total open actions

6. Since the formation of the Board the City of London Police, through a comprehensive 'sigh-off' governance process, has closed 142 actions.

7. Since April 2023 a number of new inspections have been completed that have actions relevant to the City of London Police, this represents an increase of 57 new actions.

8. The total number of actions currently 'open' and relevant to the City of London Police stands at 109.

Historic vs New

9. These remaining 109 actions have been split between 'Historic' and 'New' actions. 'Historic' refers to any actions set prior to March 2023, 'New' refers to those actions set post March 2023. Based on these definitions we have 58 Historic actions and 51 New actions remaining open. (See fig.2 for the breakdown of our Historic action progress over the last 3 months.)

CoLP vs National

10. Across the remaining 109 actions, 23 are CoLP specific, meaning they are the result of a dedicated CoLP inspection, and 86 are national, meaning they are the result of inspections across multiple police services which result in nationwide actions.
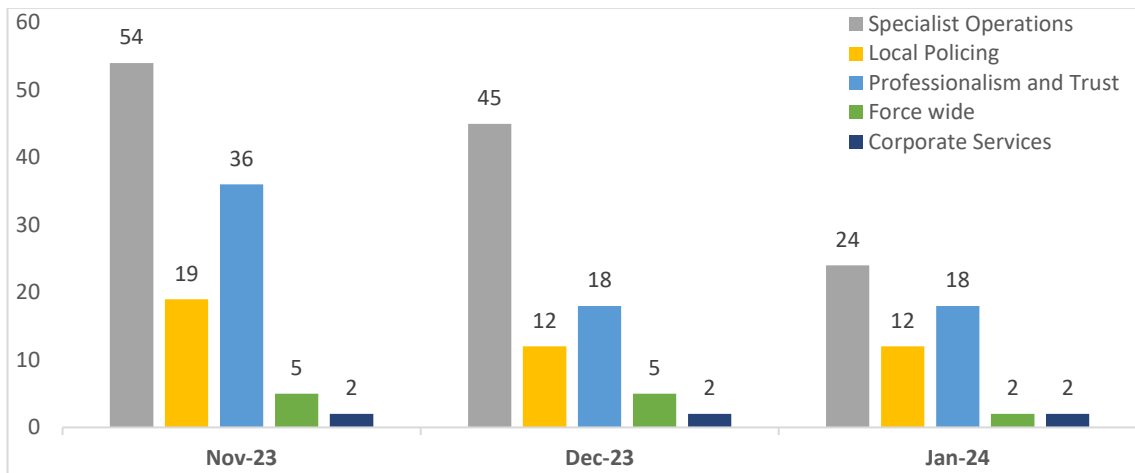
Fig. 2 Chart showing the progress and spread of historic recommendations across the directorates

11. Fig 2 shows that there has been significant progress in reducing the action load in Specialist Operations. This is an area that has been prioritised along with Professionalism and Trust, due to the amount of risk these portfolios carry.

12. During February 2024, a final review will commence of the remaining historic actions.

Upcoming Inspections

13. CoLP still has a pending unannounced custody inspection as per the last report. The most recent inspection was in 2018. CoLP reported to the last Committee that it expects to be inspected in Q4 of 2023. This did not take place. CoLP still expects an unannounced custody inspection to take place in 2024.

14. A Crime Data Integrity Inspection will also take place in due course. The timing of this is still to be confirmed.

15. A national/thematic inspection of investigations is expected to commence next month.

Brett McKenna
Head of Strategy & Planning
E: brett.mckenna@cityoflondon.police.uk

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Committee(s): Strategic Planning and Performance Committee	Dated: 22 February 2024
Subject: HMICFRS Update on PEEL Inspection 'Requires Improvements'	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 22-24	For Discussion
Report author: Brett McKenna, Head of Strategy & Planning	

Summary

This report provides Members with an update on the areas identified in the last PEEL Inspection as 'Requires Improvement' since the last update to the September 2023 Committee.

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report provides Members with an overview of activity related to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) areas identified in the PEEL Inspection as requires improvement since the last update presented to the September 2023 meeting of the Strategic Planning and Performance Committee.

2. Through CoLP's Operational Improvement Board thematic reviews of progress in the following areas have been undertaken:
   - Prevention & Neighbourhood Policing
   - Offender Management
   - Serious Organised Crime
   - Investigations
   - Vulnerability
   - Strategic Planning

- Vetting & Counter Corruption
- Crime Data Integrity

Current position

Preventing crime and anti-social behaviour

Area for improvement: The force should develop a strategy for providing neighbourhood policing with a governance framework that will improve performance

3. The Neighbourhood Policing & Engagement Strategy (NHP) has been published and a delivery plan developed. A review of police cluster panels as a means of engagement has also been undertaken.

4. Internal governance has been strengthened through a new performance framework overseen by a new Neighbourhood Policing Delivery Board reporting to a new joint local policing and specialist operations performance meeting.

Area for improvement: The force should routinely review problem-solving plans and make sure good practice is shared with staff as part of a lessons-learned approach.

5. The Partnership and Prevention hub is now fully staffed. CoLP has continued to roll out problem solving training to all front line officers, all problem solving plans are uploaded to SharePoint and are reviewed as part of local governance. The continued problem solving approach taken to address begging and anti-social cycling will be reviewed as part of the business planning process, in Q1 of 2024. Initial results are already confirming reductions in ASB reports.

Area for improvement: The force needs to ensure that neighbourhood policing officers have access to training relevant to their role.

6. As of December 2023, all Dedicated Ward Officers have received Practitioners in Community Safety & Crime Prevention accreditation and internal professional development training on problem solving. This training programme will now form part of the professional development package of new officers into the department.

7. Phase 1 of the Force Training Needs Analysis has now been completed to map the training requirements of all officers and staff across the organisation.

Managing offenders and suspects

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

8. New internal governance structures have improved management of Registered Sex Offenders (RSOs), providing clear oversight of this offender management, oversight of warrants, with clear reporting lines into the Strategic Vulnerability Board when appropriate. CoLP is compliant with all home visits and risk management plans relating to RSOs as of December 2023.

9. Four detectives are trained in the use of the ViSOR (Violent Sex Offender Register), which is deemed to be the appropriate numbers of officers for the City to hold this

skill owing to the very low volume of RSOs in the City. This has been combined with uplift in in staff the Public Protection Unit.

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

10. CoLP has met the requirements of this area of improvement, and successfully implemented the Child Abuse Image Database (CAID) IT system to manage child abuse images. The appropriate number of staff have been trained, demand levels are being managed with no reported disruptions to this service. Oversight of this training will be reviewed by internal department governance and tracked through the annual business planning process.

Serious Organised Crime

11. City of London Police has two local areas for improvement and one regional recommendation. Progress on SOC will also be covered as part of a separate agenda item.

Area for improvement: Except for cybercrime, the force has recorded low levels of serious and organised crime disruption.

12. CoLP has delivered significant increases in disruptions against drugs and organised acquisitive crime. There is a separate deep dive on SOC on this agenda which expands on the points below.

Area for improvement: City of London Police needs to improve its understanding of drug markets and the threat from modern slavery and human trafficking

13. Modern slavery, drug crime, human trafficking and child sexual exploitation have continued to be reviewed as priorities for the CoLP throughout 2023.

14. Op Andretti[1] has continued to spearhead the drive against acquisitive crime inclusive of ensuring the CoLP develop a rich intelligence review.

15. Op Hamble[2] has developed significant increase in the understanding of drug activity within the City, demonstrating the commitment of the CoLP to disrupting illegal drug activity and developing the understanding of the local intelligence landscape.

Regional Recommendation: The Metropolitan Police Service (MPS), British Transport Police (BTP) and the City of London Police (CoLP) should create a single sensitive intelligence unit (SIU).

16. After consultation with the MPS and BTP the regional position on this recommendation is that the current apparatus in the Regional Organised Crime Threat Assessment Unit (ROCTA) is fit for purpose. The MPS has informed HMICFRS of this evaluation. A response from HMICFRS is awaited.

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[1] Op Andretti is the overall police response relating to crime linked to drugs and county lines
[2] Op Hamble-is focused on intercepted parcels which contain illegal drugs with addresses destined for the City of London

<u>Tackling workforce corruption</u>

City of London Police has one area for improvement which covers both vetting and counter corruption:

- *The CoLP has a clear understanding of the level of vetting required for all posts and that all personnel have been vetted to a high enough level for the posts they hold;*
- *The CoLP has a clear understanding of the vetting required for all non-police personnel and that all non-police personnel have been vetted to a high enough level for their role*
- *The vetting unit has sufficient staff to meet the demand it faces;*
- *The CoLP has a comprehensive process for the workforce to report changes of personal circumstances and when such changes are reported, the vetting unit carries out suitable enquiries*
- *The CoLP has current policies relating to notifiable associations, business interests and gifts/hospitality and implements them effectively to identify and manage corruption threats.*
- *When concerning adverse information has been identified during the vetting process, all vetting decisions (refusals, clearances and appeals) are supported with a sufficiently detailed written rationale*
- *When granting vetting clearance to applicants with concerning adverse information, the CoLP vetting unit creates and implements effective risk mitigation strategies, with clearly defined responsibilities and robust oversight*
- *The CoLP analyses vetting data to identify, understand and respond to any disproportionality.*
- *The CoLP carries out proactive intelligence collection and accurately assesses all corruption-related intelligence;*

17. Since the last report completion of the vetting review across all officer and staff posts has been delivered alongside an uplift in recruitment into the Vetting Unit. CoLP now has a clear understanding of the flexibility needed to meet future surge for recruitment campaigns.

18. Reality testing has confirmed the continued activity in relation to failed vetting applicants, and CoLP has integrated a standard review process into all those applicants who fail vetting. Further reality testing has confirmed that CoLP carries out appropriate reviews of appeals against vetting failures.

19. For 2024 a bespoke reality testing audit schedule for the Vetting and Counter Corruption teams will be developed in line with requirements of HMICFRS.

20. CoLP is committed to further enriching the understanding of disproportionality data in the vetting process. Recruitment of an analyst is underway.

Strategic planning, organisational management and value for money

Area for improvement: The force should improve its recording of demand, removing single points of potential failure.

21. The production of the Force Management Statement for 2024 is being developed with learning from 2023. The Force Management Statement 2023 demonstrated a significant improvement of CoLP's understanding of demand data and use of data to inform strategic decision making, which was recognised by HMICFRS as an improvement in its approach to strategic planning.

22. A new data framework is now being used to inform the strategic data planning strategy which will be subject to bi-annual review. Further work is being developed to improve recording and quality of data.

23. Recruitment into the Data Hub as part of the Corporate Services review has commenced and the posts are being recruited to at the time of writing. Once at capacity the Hub is will support the continued development of data quality and management working alongside a new Strategic Insights team.

Area for improvement: The force should reduce the vacancies in staff and officer positions. These are negatively affecting the service it provides to the public, and the well-being of its staff.

24. A recruitment plan to reduce all core staff vacancies has been developed which aims to bring establishment up to strength by November 2024 while maintaining officer numbers.

Area for improvement: The force should ensure its corporate services review improves the service it provides across the force.

25. The new Corporate Services structure is being implemented and a post-implementation review will be carried out in 2025.

Conclusion

26. CoLP is progressing its 'Requires Improvement' recommendations made by HMICFRS from PEEL 2022. A further update will be provided to the September 2024 Strategic Planning and Performance Committee with a view to closing the majority of these recommendations off by that date.

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Committee(s):	Dated:
Strategic Planning & Performance (Police) Committee – For information Police Authority Board – For Information	22 February 2024 6 March 2024
Subject: Improving communications and engagement on crime and policing	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 4, 12
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**£-**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Joint report of: Commissioner of Police & the Police Authority Director	**For Discussion**
Report authors: Emma Cunnington, Head of Strategy and Planning. Richard Riley, Police Authority Director.	

Summary

This paper sets out a joint plan to improve communications and engagement with City communities. It provides a brief background on our legal obligations and current engagement panel structures and sets out a focus on widening engagement and improving coordination and collaboration. It outlines some ideas for changing how we run our engagement panels to achieve these aims including restructuring the cluster model or building into other engagement forums.

Recommendation(s)

Members are asked to:
- Note this report and discuss the options

Main Report

Background

1. Police Reform and Social Responsibility Act 2011 sets out the following obligations:
    a. local policing bodies/PCCs must have regard to community views of policing in that area
    b. police forces and PCCs must engage with communities to inform Police & Crime Plans priorities
    c. police forces must obtain views of people in each neighbourhood about crime and disorder and make them aware of information about policing in that neighbourhood

2. The College of Policing has also produced detailed guidance[1] for how police forces and their PCCs should deliver effective neighbourhood policing supported by engagement and consultation with their communities.

3. Key principles of this guidance include: having a visible policing presence on the ground, conducting regular, transparent, and tailored engagement, effective joint-working with partners, making effective use of engagement (to identify local priorities and inform problem-solving), and to provide regular feedback and be accountable for responding to community input.

4. City Police operates a dedicated ward officer model under which named officers are responsible for clusters of City wards, in which they hold formal ward panels, conduct wider informal engagement with individuals and businesses, and hold specific responsibility for responding to and managing crime and disorder.

5. In 2023 the City Police published a new Neighbourhood Policing Strategy[2] which, among other measures, commits to improving two-way dialogue with communities, strengthening local partnerships, embedding a problem-solving culture, and developing the skills (including around engagement) of officers, staff, and volunteers.

Current Position

6. City of London Police and Police Authority have been exploring options to improve communication and engagement with the City's communities, and are focussing on the following priority areas:

Widening engagement

7. Our aim here is to talk to, and hear from, a wider range of people and communities in the City, including hard-to-reach groups. The small number of attendees to the current ward panel meetings, and those who tend to complete the Annual Community Survey run by the City of London Police, do not reflect the rich diversity of our communities. In the short term we will explore alternative ways of reaching our three key audiences: residents, workers and businesses.

8. In the longer term, the Police Authority will launch a new workstream to more fully map the City's communities so we better understand our audiences and stakeholders.

Improving coordination and collaboration

9. Our aim here is to better coordinate communications and engagement across the City of London Police, Police Authority, and wider Corporation (including, for example, the Safer City Partnership). The key issue is that there is not an established framework for full coordination, and this means we are not taking full

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[1] Link
[2] Link

advantage of the scope to amplify specific messaging and initiatives, link up on joint campaigns, and generally work together most effectively.

10. In the short term, we will set up fortnightly meeting to focus on City community communications and engagement between the City Corporation and the City of London Police, similar to the weekly economic, fraud, and cyber-crime focused Strategic Communications and Engagement Planning (SCEP) group. This group will meet to discuss nearer-term proactive plans and issues, and in due course improve longer-term planning.

11. In the longer term, we will improve future planning on communications and engagement between the City of London Police, Police Authority, and Corporation – with better sharing of upcoming initiatives and more joint campaigns. We will map full communication and engagement objectives and plans in fuller detail to identify commonalities and areas of overlap.

Options for developing our approach to engagement panels

12. We are interested in exploring how we can develop our approach to engagement panels with Members to widen our engagement and improve coordination and collaboration.

Option 1: Maintain current cluster panel approach

13. In this option we would retain the current structure of quarterly meetings for the City's 6 current ward clusters[3] but implement changes to make them more visible, accessible, relevant, and responsive (see Appendix 1). As other Corporation departments cannot resource this level of engagement it would remain led and focussed on policing. The disadvantage of this is many people want to discuss issues that are broader than policing and crime. It does not achieve the aims of improving coordination across the Corporation departments, or recognise the important role of Corporation preventing crime and disorder.

14. An alternative would be for clusters to be consolidated into two regions (East and West) and run bi-annually for each. This would be less resource intensive for other Corporation departments but may still not be achievable with current levels.

15. We will supplement these cluster panels with specific outreach and engagement campaigns with City workers through the Corporation's City Belonging network. For example, an awareness and education initiative on violence against women and girls which aligns with publication of our Serious Violence strategy and the priorities of the incumbent Lord Mayor and Lady Mayoress.

16. We will also continue to develop our engagement with businesses through the Business Improvement Districts who are now also represented on our multi-agency Safer City Partnership Board.

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[3] Barbican, Bank, Fleet Street, Liverpool St, Fenchurch St, Monument

<u>Option 2: Build on existing Corporation engagement forums and implement local surgeries</u>

17. This option would capitalise on the audience and forum provided by the Member-led City Question Time run 4 times a year, by providing a breakout engagement panel focussing on crime and community safety. This would be in partnership with Children & Community Services and Environmental Health and any other relevant departments, before or after the session. The benefits of this approach are the ability to present as a joined up organisation and to maximise attendance through the focus of the Corporation. However, having the two sessions back to back may be a detraction for the public in terms of their time commitment. It should be noted that these events currently primarily attract residents and are Member led, whereas the panels would be officer-led. Any exploration of this as an option will require consultation with Members beyond the Police Authority Board and more detailed scoping at an officer level.

18. This approach would be supplemented by regular police surgeries where dedicated ward officers would base themselves in common spaces (eg libraries), and encourage people to speak with them individually about their concerns. We are also interested in trialling these surgeries in large businesses to test effectiveness for widening our engagement with the worker population.

Corporate & Strategic Implications

19. <u>Strategic implications</u> – By improving engagement with our communities, we will better understand public perceptions and improve our service to the public. This will help to contribute to the Policing Plan objective to keep those who live, work and visit the City safe and feeling safe. In addition, this work will contribute to the City Corporation's new Corporate Plan 2024-29 objectives including Diverse Engaged Communities, Providing Excellent Services and Vibrant Thriving Destination. Finally, by working together, the City of London Police and the Corporation will better collaborate and improve ways of working as set out in the Target Operating Model.

20. <u>Financial implications</u> – can be contained within current budgets.

21. <u>Resource implications</u> – the level of resource varies depending upon the option and would require commitment from other Corporation departments to support.

22. <u>Legal implications</u> – effective community engagement will support our legal obligations under the Police Reform and Social Responsibility Act 2011.

23. <u>Risk implications</u> – none.

24. <u>Equalities implications</u> – When implementing plans under these priorities, we will continue to be mindful of the Public Sector Equality Duty 2010 and ensure there is no negative impact on people protected by existing equality legislation. The proposals in this report intend to improve accessibility for the whole community to engage and to better understand service needs.

25. <u>Climate implications</u> – none.

26. <u>Security implications</u> – none.

Conclusion

27. This report sets out some ideas for how to widen engagement and improve coordination and collaboration across the Corporation. In order to develop these approaches further consultation is required with officers and/or Members.

28. City of London Police and the Police Authority will continue to explore how communications and engagement can be improved drawing upon guidance issued by the Association of Police & Crime Commissioners, College of Policing and good practice elsewhere in policing. Our approach will continue to seek opportunities to maximise benefits of a coordinated approach across the Corporation, for example how we can align and improve response rates to public surveys and consultations.

Annexes
- Appendix 1 – Detailed plans to improve engagement panels

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Detailed plans to improve engagement panels

Explanation – This table sets out four attributes that we believe engagement panels should have, what they each mean, and ideas to achieve these

I. **Visible -** Communities need to know about engagement panels in general and individual meetings specifically

Options to achieve include:
- Focussed social media campaigns, followed by regular signposting on social media channels
- Making sure community leaders & heads of networks (Members, businesses, resident groups, local associations, BIDs) know about them and are directing members of their communities toward them, including with dedicated mailing lists and automatic reminders
- More prominent and/or more intensive advertisement in physical spaces – on estates, in businesses, in high-footfall public spaces
- Advertising and signposting via other existing messaging routes– Barbican residents newsletter, City Police community surveying platform, etc.

II. **Accessible –** Engagement panels need to be as easy as possible to attend

Options to achieve include:
- A review of past dates, times, locations of panel meetings to assess if there are issues with this
- Periodically basing panel meetings in high-footfall locations (e.g. Liverpool St station or Cheapside), or in places where people are already going (e.g. food markets, larger retail banks, larger shops, Corporation buildings)
- Make meetings shorter, and ensure they run to schedule
- Explore holding some meetings online or creating online option for in-person meetings

III. **Relevant –** Engagement panels need to be about issues that matter to people

Options to achieve include:
- Periodically hold 'thematic' meetings that attract people with specific concerns
- Improve targeting of meetings at businesses and SMEs, who may be under-reporting crime (this may include hosting meetings in businesses)
- Broadening beyond policing to enable people to discuss a range of issues

IV. **Responsive –** People need to see and feel that we are responding to issues raised at engagement panels

Options to achieve include:
- Implementing a 'you said, we did' format both at panels themselves and potentially online (e.g. a webpage tracker setting out responses)
- Report on themes of cluster panels to SPPC
- Promote successful panel-related initiatives on police and Corporation comms channels

Committee(s): Strategic Planning and Performance Committee	Dated: 22 February 2024
Subject: Neighbourhood Policing Strategy Delivery Plan	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are Safe and Feel Safe
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 23-24	**For Discussion**
Report author: Rob Atkin, T/Commander, Operations and Security	

Summary

The City of London Police presented the Neighbourhood Policing (NHP) Strategy to the September 2023 Strategic Planning and Performance Committee (SPPC) and October Police Authority Board (PAB).

An Outstanding Reference (Action) was issued at the September SPPC, for CoLP to bring the delivery plan and performance framework back to the February 2024 SPPC.

The Delivery Plan is attached and outlines objectives, deliverables, current status, RAG rating and timelines.

There are already appropriate Neighbourhood Policing performance measures included in the agreed Policing Plan Measures, and these were agreed by this Committee and are reported to this Committee on a quarterly basis. However, the Force will look to include measures on Dedicated Ward Officer availability and problem solving to commence in the new performance year from 1st April 2024. These will continue to be reported on, as part of the aforementioned regular Policing Plan Performance Measure updates to this Committee.

Recommendation(s)

Members are asked to note the report.

Appendices

- Appendix 1 – NHP Strategy- Delivery Plan (this is a CoLP working document and therefore contains a number of policing acronyms).

Rob Atkin
T/Commander
Operations and Security

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Appendix 1

Neighbourhood Policing and Engagement Strategy Implementation Plan

GREEN	Complete/established
AMBER	In progress
RED	Deadline missed or will not be achieved

Summary position

DELIVERABLE		SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
0.1	Publish Neighbourhood Policing and Engagement Strategy	Strategy endorsed by LP SLT 29/09/2023 – sent to company for design. Submitted to Police Authority Board (PAB) for comment/feedback – 25/11/2023. Launch date scheduled for Neighbourhood policing week of action.	GREEN	26/01/2024
0.2	Develop Strategy Implementation Plan	Plan sent to LP SLT 20/10/2023 – submitted to Neighbourhood policing delivery group for comment; to be submitted to OI Board for comment/feedback – 25/01/24	GREEN	25/01/2024
0.3	Create Neighbourhood Policing Performance Framework	Draft performance framework completed. Forms part of wider LP/SO performance project with Strat Dev awaits sign off.	AMBER	31/03/2024
0.4	Establish governance framework to monitor implementation	CoLP governance established (see Strategy document); progress to be reported at PAB/SPPC, via Performance Management Group (PMG) and OIB, with tactical oversight at the Neighbourhood Policing Delivery Board (NPDB).	GREEN	Complete Review 2025
OBJECTIVE ONE: PREVENT CRIME, DISORDER, AND ANTI-SOCIAL BEHAVIOUR				

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Appendix 1

DELIVERABLE		SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
1.1	We will ensure consistent two-way dialogue with communities through formal and informal forums such as Cluster Panel Meetings and Neighbourhood Surgeries, to understand the priorities and expectations of our communities, so we can provide a policing service that is reflective of their specific needs and concerns.	Cluster Panel review completed and shared with Neighbourhood Policing Delivery Board seeking to enhance overall effectiveness (monitoring, recording, feedback to Organisational Learning Forum). Wider review of community engagement commissioned by PAB/COT	**GREEN**	31/03/2024
1.2	We will establish and strengthen local partnerships with diverse community groups, such as Resident Associations, Business Improvement Districts and Licensing Forums, to work together to promote community cohesion.	Introduce Inspector level post for P&P Hub to assume local responsibility for strategic stakeholder engagement, including statutory/non-statutory partners and the third sector.	**GREEN**	31/01/2024
1.3	We will work with CoL Engagement Teams to enable efficient, timely and direct crime prevention messaging to specific groups within our communities as necessary.	Develop plan with City of London Corporation Business/Resident Engagement Manager (Mark Gettleson) to enhance coverage of community crime prevention messaging, including NHP Newsletter. Refreshed bimonthly Newsletter circulated in 2023.	**GREEN**	Ongoing
1.4	We will promote a problem-solving culture across Neighbourhood Policing and the wider Force, to address the root cause(s) of crime, in line with the <u>College of Policing Effective implementation of problem-oriented policing Guidelines</u>.	Corporate Communications Team developing Partnership & Prevention (P&P) Hub website/SharePoint to share NHP problem solving plans Force-wide, as well as provide an online resource for officers/staff comprising national best practice, useful tools/resources, and problem-solving guidance. Currently published on Sharepoint with CityNet page in progress.	**GREEN**	31/01/2024
1.5	We will use SARA-methodology to address crime and anti-social behaviour, ensuring the impact(s) of responses are	SARA model adopted at TTCG as a systematic approach to address crime and ASB by focusing on problem solving and evidence-based strategies. It encourages collaboration	**GREEN**	Ongoing

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	DELIVERABLE	SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
	evaluated. Plans will be made accessible internally for shared situational awareness.	between police and partners to develop effective solutions; all problem-solving plans are recorded on Niche using specific SARA template(s).	GREEN	
1.6	We will employ a systematic approach to help maintain compliance, ensure public safety, and promote responsible practices within licensed premises.	NHP resources deployed as part of the NTE Policing Plan to ensure most effective use of NHP resources in addressing threat, harm and risk associated to NTE, and licensed premises. To be reviewed as part of future shift pattern review.	GREEN	Complete
1.7	We will ensure the allocation of specialist local resources is evidence-based, and consider new, innovative solutions to problems, such as the new dedicated Cycle Team to address acquisitive crime and ASB.	NHP Team attend the Local Policing Bi-Weekly Tasking Meeting where content and intelligence is reviewed across all NHP crime types (as dictated by the Control Strategy). This informs resource allocation across the directorate, and identifies emerging issues, i.e., cycle related ASB.	GREEN	Ongoing
1.8	We will encourage peer learning, support, and networking by allocating time for attendance at conferences, seminars, and events in this sphere.	NHP budget reviewed and dedicated budget allocated to training/conferences/travel to facilitate peer learning, bench marking, and best practice.	GREEN	Complete Review 31/03/2024
1.9	We will vigorously promote the highest standards of behaviour with a focus on delivering a quality community led service.	Develop a NHP Performance Framework to measure the effectiveness of neighbourhood policing in the city, holding officers accountable for their actions and outcomes. Capacity issues in PIU affecting access to quality performance data.	AMBER	31/03/2024
1.10	We will ensure officers and staff have access to and training in the use of analytical tools and products, to inform localised activity and problem solving.	CoLP has invested in Power-BI as a data tool/system to facilitate analysis and problem solving in NHP, and more widely across the Force. Further training is required, as well as specialist NHP Dashboards to better capability in this sphere which forms part of next phase of Power-BI roll out.	AMBER	End 2024
1.11	We will share data and analytical tools with the City of London Corporation and other stakeholders, including colleagues in the third sector,	In partnership with the City of London Police, B4 Secure and the Eastern City Business Improvement District have begun trialling the provision of an additional, dedicated intelligence analysis service to enhance the quality and quantity of information sharing amongst the City's business community and emergency services. The trial will initially last for 6 months and will enable all parties to be more proactive in their approach to preventing and mitigating the impacts of crime, civil emergencies, and other disruptive events.	GREEN	Ongoing

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Appendix 1

	DELIVERABLE	SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
	taking a collaborative approach to problem solving.	CoLP Partnership & Prevention Hub analyst produces a monthly ASB problem profile for CCMARAC. CoL analyst long term abstracted.	GREEN	
1.12	We will regularly evaluate the effectiveness of policing activity, to ensure its evidence-led, and meeting the needs of all communities.	Employed NHP Analyst to ensure the regular assessment and monitoring of problem-solving activity in Force. Christmas Campaign evaluation underway to establish effectiveness of operation and learning will be shared within NHP. Uplands Surveying tool will allow us to gather community feedback and perceptions of policing effectiveness and safety.	AMBER	Ongoing
1.13	We will have a continuous professional development programme to improve prevention and problem-solving skills within the workforce and professionalise the role of dedicated ward officers. This includes supporting DWOs and the P&P Hub to achieve the ProQual Level 3 Certificates in Crime Prevention and Strategic Problem Solving.	HR/L&OD to agree NHP training needs as per Mandatory Training Needs Analysis; problem solving/crime prevention courses are now available to NHP officers and staff, with completion monitored through a local tracker, an interim measure ahead of more formal L&OD integration. This includes: Lvl2 ProQual Award in 'Problem Solving for Practitioners in Community Safety and Crime Prevention', Lvl3 ProQual Award in 'Introduction to Crime Prevention', Lvl3 ProQual Award in 'Strategic Problem Solving', and Lvl5 Diploma in 'Designing Out Crime.' All officers have received the training awaiting sign off for work-based assessment. Monthly CPD days diarised.	GREEN	31/03/2024
1.14	We will be open and transparent, by supporting peer reviews, proactively benchmarking with other Forces, and volunteering for pilots.	The NHP Team volunteer for the NPCC National Neighbourhood Policing Peer Review to understand its local delivery against the NHP Guidelines at strategic, tactical, and operational levels, and whereby the capacity and capability of the Force to problem solve is audited independently and benchmarked against the National framework.	GREEN	Ongoing
1.15	We will work with universities, schools and other educational establishments to bring new perspectives to policing and problem solving.	The NHP Team facilitates unpaid internships for UCL students, who [as part of their degree in Criminology] undertake units focused on problem solving and data analysis. The students work with officers/staff in the P&P Hub on local problem-solving activity.	GREEN	Ongoing

OBJECTIVE TWO: PROTECT THE VULNERABLE AND REDUCE REPEAT VICTIMISATION

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	DELIVERABLE	SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
2.1	We will actively participate in safeguarding initiatives aimed at protecting vulnerable people. The team will educate the community about recognizing signs of vulnerability, provide advice on personal safety, and raise awareness about relevant support services.	Dedicated P&P Hub SMEs for vulnerability strands to champion/progress local initiatives such as MHST, Op Luscombe, Walk & Talk and Op Reframe.	**GREEN**	Ongoing
2.2	We will work with CoL Engagement and Community Safety Teams to enable timely communication with vulnerable groups within our communities as necessary.	As above, Business/Resident Engagement Manager (Mark Gettleson) in City of London Corporation; P&P Hub Inspector role/remit to include utilising partnership communications platforms.	**GREEN**	Ongoing
2.3	We will support Operation Reframe; a partnership approach to making the night-time economy as safe as possible, by providing a reassuring high visibility presence and early intervention.	DWO shift pattern reviewed and changed to ensure sustained support of CoLP NTE Plan. To be reviewed within 6 months of implementation.	**GREEN**	Complete
2.4	We will use/develop victim and suspect typologies for domestic abuse to inform our prevention strategy.	NHP Team attend the CCMARAC and share information on vulnerable victims and/or perpetrators of ASB. Where necessary, a NHP representative will attend the Domestic MARAC to support the highest risk domestic abuse cases.	**GREEN**	Ongoing
2.5	We will ensure repeat callers linked to anti-social behaviour are identified.	Following the implementation of the new CAD system, P&P Hub Analyst will produce a regular analytical product to support the ASB Strategic Gorup and localised Task/Finish Groups. New CAD system delayed.	**AMBER**	TBC

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Appendix 1

DELIVERABLE		SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
2.6	We will host public awareness campaigns such as 'Ask for Angela' to educate communities about what support and resources are available to vulnerable victims.	The NHP Team contribute to and (where agreed) lead and coordinate campaigns to raise awareness of crime and improve safety in the city; this includes Hate Crime Awareness Week, National County Lines Week, Ask for Angela.	**GREEN**	Ongoing
2.7	We will train officers and staff on how to interact with vulnerable victims, including de-escalation tactics. The team also learn to recognise their own biases and therefore, avoid responses that might inadvertently harm victims.	The NHP Team monthly CPD includes L&OD 'bitesize' vulnerability training, which includes inputs on unconscious bias, domestic abuse, major incidents and crime prevention.	**GREEN**	Ongoing
2.8	We will create Subject Matter Experts for several thematic areas across Neighbourhood Policing, including homelessness and hate crime.	The number of posts in the P&P Hub has been uplifted to improve the capability and capacity of the team to problem solve. This includes dedicated Problem Solvers, a DOCO, and thematic SPoCs for Hate Crime, Mental Health, Schools, Cadets, and Homelessness. Recruitment for vacant posts is underway. Inspector and Sergeant posts created to ensure the consistent supervision, prioritisation and allocation of work feeding into the P&P Hub. Formal referral mechanism for work into P&P Hub and threat/risk assessment is being designed considering best practice (Surrey Police).	**GREEN**	31/03/2024
2.9	We will provide continuous professional development to ensure our people are able to identify vulnerability and crimes such as such as modern slavery and human trafficking and child sexual exploitation and abuse.	The NHP Team's CPD has been expanded to incorporate specialised training in vulnerability, with a particular focus on addressing critical issues such as human trafficking and child exploitation. This seeks to address the evolving needs of our communities and equip officers with the knowledge and skills required to effectively address these challenges. By integrating this training into the CPD framework, the team is also demonstrating a commitment to enhancing its capacity in safeguarding vulnerable individuals.	**GREEN**	Ongoing
2.10	We will collaborate with the City of London Corporation, and other statutory and non-statutory partners to provide coordinated support to vulnerable people through forums such as the Community MARAC.	The Community MARAC agenda now includes hotspot locations/repeat victims to ensure a multi-agency response to addressing vulnerability. Several other forums exist to address areas of vulnerability, including. A joint CoL/CoLP ASB action plan, which is governed by a ASB strategic delivery group, feeding into the Safer City Partnership. Sub task and action groups focus on localised issues (i.e., Barbican).	**GREEN**	Complete

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DELIVERABLE		SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
OBJECTIVE THREE: PROVIDE A FLOW OF COMMUNITY INTELLIGENCE ON A RANGE OF ISSUES				
3.1	We will develop a City of London Community Profile, refreshed annually, that brings together data from various sources to map our communities, and ensure that our engagement activities have clear purpose, are well informed, and are targeted appropriately.	Process embedded; the Strategic Research & Development Unit produce an annual profile which aims to pull together data from various sources to provide a picture of the various groups and communities in the city. The data used in this profile comes from publicly available data and information provided by the Corporation of London, to help inform local engagement activity.	**GREEN**	Completed annually
3.2	We will work with CoL Engagement and Community Safety Teams to explore all opportunities for two-way dialogue with our communities.	As above Business/Resident Engagement Manager (Mark Gettleson) in City of London Corporation; P&P Hub Inspector role/remit to include utilising partnership communications platforms.	**GREEN**	Ongoing
3.3	We will help the force to understand the drivers for the significant changes to crime trends based on local knowledge and understanding.	The P&P Hub attends the Organisational learning Forum (OLF), TTCG and Bi-Weekly Tasking Meeting to offer advice and develop effective crime prevention and intervention strategies. A combination of approaches mean CoLP gain a more comprehensive understanding of the drivers for change in local crime and ASB, including but not limited to: • An Analyst reviews crime data to identify patterns, trends, and emerging issues, as well as look for changes in crime rates, types of crimes, and geographical shifts • Cluster Panels and community meetings, coupled to community surveys (Uplands) afford regular engagement with communities to gain insight into their concerns and observations regarding crime and ASB. • Local partnerships to share information and intelligence on criminal activities that may be impacting your area. • An academic partnership established with UCL to collaborate on crime drivers and prevention strategies.	**GREEN**	Complete Review 2025
3.4	We will map demand across all of our communities including commuter and visitor populations to provide a better understanding of demand and our victimology to inform a broader prevention strategy.	A NHP/P&P Hub Power-Bi Dashboard needs to be developed to map demand across communities, which is crucial for effective resource allocation and service delivery. It could bring together data on various types of demand and use geospatial analysis to identify hotspots and trends in different communities. In doing so, the NHP Team (and more widely other CoLP departments) could provide more effective, tailored activity to enhance community safety.	**AMBER**	End 2024

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	DELIVERABLE	SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
3.5	We will work with partners to target locations, groups and individuals requiring engagement, early intervention, prevention, or enforcement.	The NHP Team attend forums such as the CMARAC and Strategic ASB Group where relevant information is shared about victims, witnesses, perpetrators, and locations to inform a collective risk assessment, and thereafter, develop collaborative approaches and intervention(s) to address risk/issues.	GREEN	Ongoing
3.6	We will contribute intelligence on threats linked to specified offences (MSHT, CSEA) being committed in the City in hotels, construction sites and the vast hospitality industry in the next 12 months.	The NHP Team support Force 4P Plans that crosscut these themes. Improvement required force wide for intel submissions with training being delivered.	AMBER	31/03/2024
3.7	We will demonstrate a commitment to Neighbourhood Policing from the very top, and lead by example to promote an organisational culture of fairness, respect, and one which actively seeks public participation in local policing services.	Publish NHP Strategy with COT-level Strategic Lead for Neighbourhood Policing; progress monitored with a Delivery Plan at Neighbourhood Policing Delivery Board.	GREEN	26/01/2024
3.8	Maximising opportunities to share analytical capability with the City of London Corporation and wider stakeholders, including the third sector to identify threat, harm and risk.	As above; City of London Police, B4 Secure and the Eastern City Business Improvement District we have begun trialling the provision of an additional, dedicated intelligence analysis service to enhance the quality and quantity of information sharing amongst the City's business community and emergency services. The trial will initially last for 6 months and will enable all parties to be more proactive in their approach to preventing and mitigating the impacts of crime, civil emergencies, and other disruptive events.	GREEN	Ongoing
3.9	We will collaborate with Parkguard Enforcement Officers on joint operations and initiatives targeting specific community issues, such as anti-social behaviour. They pass timely information and intelligence to us, contributing to overall crime prevention and detection efforts, utilising appropriate use of	The NHP Team work closely with Parkguard officers to prevent, detect and deter ASB through joint patrolling, tasking, and local operations. Further work is required with CoLC to enhance the overall effectiveness of Parkguard, i.e., a review of Community Safety Accreditation Scheme (CSAS) powers and the embedding of Parkguard patrol reports into Niche/Pronto. Funding for Parkguard patrols reduced for 2024/25	AMBER	Ongoing

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Appendix 1

	DELIVERABLE	SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
	legislation and enforcement powers.			
3.10	We will support officers and staff with a programme of continuous professional development centred around the neighbourhood policing guidelines including the gathering and handling of community intelligence. This will involve appropriate training courses, partnership workshops and events.	As above, the NHP Team's CPD should be reviewed and developed to incorporate training around community intelligence management processes, to allow decisions to be made about NHP priorities and tactical options. Currently, the priority is for the NHP Team to be visible and present in communities, with further consideration needed as to how intelligence is gathered from communities and then use for problem solving and operational decision making.	GREEN	31/03/2024
3.11	We will establish platforms to share community intelligence, ensuring relevant information reaches the right people in a timely manner. We will also consider new, innovative, technological solutions such as City INTEL, to make intelligence gathering and sharing more efficient, enhancing our operational effectiveness.	The City INTEL platform is an innovative incident and communication platform, which enables the fast time sharing of information between police and private sector businesses, but further work is required to establish directorate/departmental ownership and clarify delineation in roles and responsibilities. Project support provided by Change Portfolio Office to explore 2-way communication.	AMBER	TBC
OBJECTIVE FOUR: PROMOTE A CULTURE OF TRUST AND CONFIDENCE				
4.1	We will provide named Dedicated Ward Officers across the city, who are accessible and accountable for local policing issues, who commit to an annual calendar of community events.	NHP Website to be developed with Corporate Communications Team to include such details, supplemented by items such as NHP Newsletter to embed local points of contact. Single Online Home update underway. Cluster contacts with agreed escalation process completed.	AMBER	31/03/2024
4.2	We will use online engagement tools and social media to listen to, inform and understand our communities.	The NHP Team currently utilise Nextdoor as an online residential engagement system. Dedicated Ward Officers regularly provide updates on local policing activity, upcoming	GREEN	Ongoing

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Appendix 1

DELIVERABLE		SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
		events (including Cluster Panel dates), patrol routes and crime prevention advice. Plan required to grow membership and ensure consistent quality and content.	GREEN	
4.3	We will provide platforms and forums to listen to young people and seek their views on policing provisions in the city driven by a dedicated schools officer.	The NHP Team have introduced a programme with city schools and Life Skills Education. The initiative, which is delivered by DWOs utilises workbooks, presentations, videos, role play and Q&A sessions to teach young people the importance of positive choices and understanding risk(s), both physical and online.	GREEN	Complete
4.4	We will involve communities in our decision making through Independent Advisory and Scrutiny Groups, networks and other consultative groups.	The introduction of a Youth Independent Advisory & Scrutiny Group (YIASG) seeks to a afford valuable insight into views/experiences/critique of policing services through the lens of a young person. The implementation of a YIASG affords City of London Police further external, independent scrutiny of its policing. Thereafter, and in keeping with our Policing Plan 2022-2025, it will help facilitate improvement to local services, shape provision(s) for young people, and improve organisational structures/processes.	GREEN	Ongoing
4.5	We will work with CoL Engagement Teams to seek opportunities to promote a sense of belonging within our communities.	As above, Business/Resident Engagement Manager (Mark Gettleson) in City of London Corporation; P&P Hub Inspector role/remit to include utilising partnership communications platforms.	GREEN	Ongoing
4.6	We are investing in new software to seek feedback from our communities. This will allow us to broaden our understanding of community needs and feelings of safety.	Uplands Surveying tool being developed; this software seeks to capture, analyse and present community feedback in order for NHP activity and initiatives to be developed.	AMBER	TBC
4.7	We will organise Neighbourhood Policing activity with volunteers, including Special Constables and Police Cadets. A Co-ordinator will oversee all functions of the Special Constabulary and will champion the effective support and deployment of the team, with aspirations to double its size over the next 3 years.	A CoLP SC Coordinator has been recruited and line management incorporated into the P&P Hub; the coordinator's primary duty is to support the CLSC by undertaking a range of administrative functions, including joint NHP activities and departmental growth. Further work required to integrate into wider NHP strategies/initiatives, i.e., attendance at NHDB.	AMBER	Ongoing

Appendix 1

DELIVERABLE		SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
4.8	We will embed the Equality and Inclusion Strategy 2020-2025, building a diverse team reflective of our communities, and supporting local initiatives to build public trust and confidence.	NPDB to review and agree NHP Team action plan.	AMBER	TBC
4.9	We will deliver the NPCC: Police Race Action Plan Improving policing for Black People, and periodically reviewing localised engagement plans to ensure that all communities are treated fairly and with respect.	NPDB to review and agree NHP Team action plan.	AMBER	TBC
4.10	We will support the Violence Against Women and Girls Strategic Delivery Plan (2022-2023) with localised initiatives and operations to build trust and confidence, pursue offenders, and make the city a safer place.	NPDB to review and agree NHP Team action plan.	AMBER	TBC
4.11	We will demonstrate a strong commitment to Neighbourhood Policing by implementing appropriate governance structures and resourcing, and clearly defining Neighbourhood Policing in the city.	As above, NHP and Engagement Strategy to define localised provisions; CoLP governance with tactical oversight at the NPDB, with P&P Hub re-structure and DWO growth reflective of Force commitment.	GREEN	26/01/2024
4.12	We will create an environment where officers and staff understand the value of neighbourhood policing, and in turn the community, by limiting abstractions to focus on community needs.	NHP DWO Abstraction Policy embedded and recognised as 'Critical Force Function' however due to operational requirements above BAU NHP officers are being abstracted.	AMBER	Ongoing

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Appendix 1

	DELIVERABLE	SUMMARY POSITION (JANUARY 2024)	PROGRESS	DATE
4.13	We will reward and recognise good work both internally and externally, to highlight best practice across Neighbourhood Policing and our partners.	Good work within NHP is recognised internally via the City of London Police Reward and Recognition Panel and can be recognised externally through such forums as the Tilley Award.	**GREEN**	Ongoing

4.14	We will aim to build a diverse Neighbourhood Team that is reflective of our communities, and through a number of mechanisms be publicly accountable for the service we provide.	Current HR diversity data for 'P&P teams' officers and staff:
		Gender: 26% Female, 73% Male
		Ethnicity: 11% Ethnic Minority, 7% Not Stated, 82% White
		Disability: 2% Yes to a disability, 11% No disability, 87% Not Stated
		Sexual Orientation: 44% Heterosexual/Straight, 55% Not Stated or Prefer not to say
		Age: Under 26: 11%
		        26-40 years old: 49%
		        40-55 years old: 27%
		        56 and over: 13%
		To be compared against census data.
			AMBER	Ongoing

4.15	We will proactively establish, or build upon existing partnerships with city businesses, educational establishments and religious institutions to understand inhibitors, afford external scrutiny regarding local policing provisions, and work together to overcome these.	The introduction of a P&P Hub Inspector will help facilitate/coordinate force-wide activity and afford an appropriate level of governance and oversight for partnership working and collaborative problem solving, with a clear emphasis on prevention and early intervention – review to be undertaken when in post.	**GREEN**	Ongoing Review 2025

CITY OF LONDON POLICE: OFFICIAL

Committee(s): Strategic Planning and Performance Committee	Dated: 22 February 2024
Subject: Crime Data Integrity Review	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 24-24	**For Discussion**
Report author: Brett McKenna, Head of Strategy & Planning	

Summary

A review of crime data integrity has found that:

- The crime recording culture in the City of London is generally good amongst supervisors
- Sexual offence recording compliance is high
- The City of London's crime transfer process is robust
- Improvement could be made in recording of anti-social behaviour incidents
- City of London Police needs to review and refresh training and support for frontline staff and supervisors in the recording of crime
- Improvements are required in the recording of violence related offences and consistency of application of Home Office Mandated crime flags.

The review has made 8 recommendations to improve crime data integrity.

Recommendations

It is recommended that Members note the report.

Main Report

Background

1. City of London Police has undertaken a review of its crime data integrity (CDI), against mandated Home Office crime recording standards known as Home Office Counting Rules (HOCR). HOCR provides police forces with a framework to ensure consistent recording standards nationwide. They govern the process for correctly recording crimes for the public at first point of contact and upon receipt of crime reports from third parties. They require all reported crime to be recorded within 24 hours of receipt.

2. The HMICFRS PEEL inspection process considers crime recording standards through a combined CDI and victim services assessment inspection. The former considers compliance with recording processes and timeliness. The latter focuses on victim updates on recorded crime and the services offered to victims.

3. The Force Crime & Incident Registrar (FCIR) undertook a deep dive review of crime data integrity in January 2024. The FCIR is a statutory post responsible for crime data integrity audit and training and communication of crime recording standards. A summary of the findings of the review is set out below.

Summary of findings

4. Overall compliance levels are 90.4% based on a data sample taken from mid-July to end December 2023. Compliance for violent offences is 81.6%. Compliance for sexual offences is 95.3% and 72.7% for N100s[1] (unconfirmed reports of rape). Compliance with timeliness of recording is 92-93%. Further detail can be found at Appendix 1.

5. The review has resulted in 8 recommendations to improve crime data integrity compliance listed at Appendix 2, including timelines for delivery.

What we do well

6. The crime recording culture is generally good amongst supervisors. Supervisors at the rank of sergeant understand the correct recording standards resulting in comparatively few incidents being under recorded.

7. Sexual offence recording compliance is high. This is a critical focus of a CDI inspection by HMICFRS. Internal audits have confirmed no exception reporting.

8. A high rate of compliance for 24 hour recording is maintained, with only two incidents of note for non-compliance in 2023.

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[1] N100-A record created to describe why reported incidents of rape, whether from victims, witnesses or 3rd parties, have not been immediately recorded as confirmed crimes.

9. The crime transfer process is robust (a process for when crimes occur outside the jurisdiction of the City). Due to the unique crime and demographic profile of the City, the transfer process to other Home Office police forces is used more frequently.

What we could do better

10. Anti-social behaviour (ASB) is usually recorded correctly and does not appear to be a significant source of missed (unrecorded) crimes. However, ASB records sometimes lack detail which means there is not enough information recorded to judge whether or not a crime has taken place.

11. There are vulnerabilities in crime recording processes, which are open to human error and Niche workflows will be reviewed to close these vulnerabilities.

12. Recording compliance of violence-related offences and N100s (unconfirmed reports of rape) needs to improve. Violence recording compliance is low in comparison to other areas, however more data is needed to better understand the picture. The figures are partially affected by three unrecorded modern slavery crimes noted in Q2.

13. Modern Slavery cases are rare in CoLP, however there are often recording issues when they are disclosed. This will be addressed by reviewing and refreshing training and support for frontline staff and supervisors in the recording of crime.

14. There also does not appear to be much awareness that if a victim discloses a modern slavery crime and discloses other offences as well (e.g. assaults, rape), an additional crime must be raised. This will be addressed by reviewing and refreshing training and support for frontline staff and supervisors in the recording of crime.

15. Audits in May and September, which audit the journey of crimes from the initial contact with police, show a good level of compliance where violence is directly reported. However violence offences are sometimes not recorded when noted in conjunction with other crimes, or during existing investigations. This will be addressed by reviewing and refreshing training and support for frontline staff and supervisors in the recording of crime.

16. Application of the Home Office mandated crime flags need to be applied more consistently.

17. Audits have shown that generally crime cancellations are being completed correctly, however improved access controls and supervision would remove the potential for mistakes to be made.

18. Clearer reporting on crime recording performance through internal governance is required to ensure the position on crime recording is clearly articulated throughout the organisation and performance is being improved.

Governance

19. The 8 recommendations will be monitored through the CoLP Crime Standards Board (a tier 3 board) and overseen at CoLP Operational Improvement Board (Tier 2) chaired by the Assistant Commissioner Operations and Security. The Police Authority Director

attends this Board to monitor progress on behalf of the Police Authority. This is assessed as sufficient governance to ensure the improvements are delivered.

HMICFRS Inspection Preparation

20. Forces that perform well in HMICFRS inspections of crime recording feature good supervision and leadership and are good at recording crimes against vulnerable victims, with domestic-related offences often featuring prominently in reports.

21. The Force Crime & Incident Registrar (FCIR) is communicating with recently inspected forces, to gather information on good practice highlighted by HMICFRS. The FCIR has also been part of the inspection moderation team for Northamptonshire Police which has given some insight into the process.

22. The time period for the inspection data is expected to be close to the start of the inspection. For example Northamptonshire Police were informed of their inspection in April 2023 and asked for data from between 01/01/23 and 31/03/23. Generally the inspection team will not review data exceeding a period of three months unless causes of concern are reported. Inspections do not generally cover periods in changes of calendar year.

23. In most of their reports, HMICFRS has commented on forces needing to improve their recording of equality data. This was also an Area for Improvement (AFI) given to CoLP, after its last CDI inspection in 2019 and a decision was made at that time that CoLP would record victim equality data for gender, age, ethnicity and disability, and would record religion only if it was relevant as an aggravating factor in a hate crime. This was intended to be CoLP's interim position pending national guidance. As of January 2024 no formal national update has been issued (See Recommendation 8).

24. Previous audits have found:
   - Gender and age are generally recorded
   - Ethnicity is recorded in around 60% of records
   - Disability is asked in the template for online reports, but it is not always recorded in a searchable field on the person record on Niche.
   - Religion is not usually recorded unless it is relevant as an aggravating factor for a hate crime.
   - Sexuality is not recorded, as there is not a specific field on Niche which would enable this. (There is an NPCC national working group leading on the changes that would be required to enable this on Niche).

Appendices:
Appendix 1- Crime data recording and integrity overview
Appendix 2 – Recommendations

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APPENDIX 1- Crime Data Integrity and Recording Overview

Overall Compliance: (Data sample taken from Mid-July to end December 2023)

90.4%	Crimes Disclosed (Disc)	Crimes Recorded (Rec)
	177	160

Based on findings across all audits. Margin of error is approximately +/- 4%.

Violence:

81.6%	
49	40
Disc	Rec

Sexual Offences:
(not N100s)

95.3%	
85	81
Disc	Rec

N100

72.7%	
22	16
Disc	Rec

Other Crime:

90.7%	
43	39
Disc	Rec

Timeliness (crimes recorded within 24hrs of disclosure)

Q2 – 92.7%
Q3 – 93.4%

Flagging (Q3)

Flag	Required and Added	Wrongly Added	Missed
Hate			
Business	4		7
Metal			
Domestic	8		2
Online	1		2
CSA	1		1
CSE	2		
Alcohol	6	4	4
Corrosive			
HBA	1		
	23	**4**	**16**

APPENDIX 2 -Recommendations

	Recommendation	Owner	Timescale
1.	Force to review crime classification access for officers, with access being allocated to FRC sergeants and members of the FCIR team.	Strategy, Planning & Service Improvement - FCIR	February 2024
2.	The force should review the NICHE workflow task from the FRC with the NICHE team to confirm a solution.	Niche Team & FCIR	March 2024
3.	FRC sergeants to review CAD logs attached to NICHE occurrences, to support this the FCIR will be based in the force resolution centre one day a week to train staff. FCIR to develop a training scheme for FRC officers and staff.	Strategy, Planning & Service Improvement - FCIR	February 2024
4.	CAD terminal to be re-installed in the force resolution centre.	FCR Inspector	February 2024
5.	FCIR to review tracking of local fraud cases with the excel data base being reported at crime standards board, this will ensure central governance and provide support to NLF crime registrars.	NFIB & FCIR	February 2024
6.	FCIR to develop a comprehensive training plan to support officers post training school; inclusive of improving standards of ASB Recording, Rape Recording, initial crime reviewing and review transfer and secondary recording responsibilities where crimes may not be apparent in safeguarding incidents such as PPN's or Modern Slavery offences.	Strategy, Planning & Service Improvement - FCIR	February 2024 OIB Review Implementation March 2024
7.	FCIR to implement a training input for force control room dispatchers to ensure that CAD incidents are given appropriate updates.	FRC & Strategy, Planning & Service Improvement - FCIR	March 204
8.	FCIR to confirm national position on the recording of equality data, with reference to recent inspections. Gap report to be completed for the CoLP.	FCIR	February 2024

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Committee(s): Strategic Planning and Performance Committee	Dated: 22 February 2024
Subject: Modern Day Slavery and Human Trafficking update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 25-24	**For Discussion**
Report author: Amanda Horsburgh, Detective Chief Superintendent, Specialist Operations; Claire Flinter Head of Business Information (Data)	

Summary

At the November Strategic Planning and Performance Committee (SPPC), Members requested an update on the City of London Police (CoLP) threat, demand and response in relation to Modern Day Slavery and Human Trafficking (MDSHT). This report is provided in response to that request.
Data, analysis timeframe runs to end Q3 (December) 2023-24.

Key points:
- There is comparatively low volumes of this crime type in the City of London. MDSHT currently accounts for 0.13% of crime within the City of London compared to the national average of all other forces at 0.24%
- CoLP is working to improve the intelligence picture with proactive intelligence gathering in partnership with other forces in the region.
- CoLP is working to build capability within Local Policing and Investigators.
- MDSHT often emerges when investigating other crime types such as Drug dealing. CoLP has an ongoing investigation whereby the CPS authorised charges for three subjects from an investigation into drug offences, money laundering and now MDSHT
- More males report being a victim of MDSHT at 76% (n=31).
- Among the victims who declared their ethnicity, White North European victims are the largest group at 43% (n=18)
- 60% of MDSHT offences end with 'outcome 18': Investigation complete no suspect identified and 24% have 'outcome 14': Victim declines/unable to support action to identify offender.
- There has been 1 charge since 2019.

CoLP continues to improve its understanding of and response to MDSHT.

Recommendation(s)

Members are asked to note the report.

<h3 style="text-align:center">Main Report</h3>

Background

1. This report provides an update on Modern Day Slavery and Human Trafficking in response to a request at the November SPPC from Members

Current Position

Overview

2. The City of London's place and population circumstances are unique in the United Kingdom. Despite being the smallest local authority area in the UK, 1 in every 54 British workers works in the City. As such, the City of London has a uniquely small resident population and a uniquely large worker population – there are 68 workers for every one resident. This context is important for understanding the local risk factors and potential for Modern Day Slavery and Human Trafficking (MDSHT).

3. MDSHT currently accounts for 0.13% of crime within the City of London compared to the national average of all other forces at 0.24%

Threat Picture and Response

4. The City of London Police (CoLP) is continuing to work hard to identify main threat with regards to MDSHT within the Square Mile. The Regional Organised Crime Threat Assessment conducted proactive research and analysis, on behalf of City of London Police, of websites promoting sexual services in the City, with the primary goal of identifying potential victims of sexual exploitation and determining if this occurred within the context of a wider criminal network.

5. This research yielded the identification of several phone numbers and addresses associated with potentially exploited individuals. Although face-to-face enquiries and well-being checks by local policing did not reveal any victims of exploitation, the intention is to consistently conduct these checks to enhance our understanding of sexual exploitation within the City.

6. This threat type is on the CoLP's radar and development work is ongoing to proactively seek these offences out rather than being reactive. Trialling 'Traffic Jam', a system that scrapes for data relating to adverts selling sexual services, to assist with proactive investigations into those advertising services in the City and who are at risk of being exploited is a potential next step to proactively research sexual MDSHT offences occurring in the square mile over the next 12 months.

7. This does not mean that this is the only threat of MDSHT within the City and by its' nature it is a 'hidden crime' albeit often in plain sight and consideration is given to how this can present, for example, within hotel or construction industry

therefore in dealing with any strategic intelligence requirements an open minded approach should and will be taken.

8. Over the last two years CoLP has been developing an intelligence led response to tackling Serious Organised Crime. This response is a collaborative effort across local and national portfolios. This response focuses efforts on three key 'pursue' areas: intelligence, tasking & coordination and the investigation of Serious organised crime.

9. To achieve this CoLP has been developing local and investigative policing capability. A key component to the development of these teams is connectivity between local and investigating units. These units have undertaken collaborative operational activity targeting crime groups operating in and around the Square Mile. This operational activity has featured an intelligence led response to disrupting and reducing offending linked to drug supply & MSHT networks as referenced in para 17 below.

10. Training has been delivered to senior and junior investigating officers to ensure they understand how to identify and undertake these complex investigations. Briefings have been delivered by experienced officers from Serious Organised Crime units to Local Policing officers including the Dedicated Ward Officers (DWO's). This is to ensure that these crimes are identified and that there is connectivity through the three key areas of intelligence, tasking & coordination and investigation.

11. This has led to several investigations and charges being brought against those involved in drug supply and modern slavery. It has also led to safeguarding of vulnerable juveniles and greater understanding of these crimes that impact the Square Mile. Including cross border offenders located within the MPS.

12. CoLP has previously successfully prosecuted and disrupted West Balkan crime groups responsible for the making of counterfeit passports that facilitate human trafficking networks.

13. To prevent complacency around the investigation of these crime types the tactical lead for MSHT will be creating a policing model that will build on the 'pursue' strand to collectively focus policing efforts to prevent, prepare & protect our communities from what is all too often a hidden harm.

14. Additionally, commissioned by the Serious Organised Crime Oversight Board, a threat profile has been completed that looks at the issue pan-London, presenting a number of intelligence requirements, the headlines for which are summarised below:
    - What is the true scale and threat of Modern Slavery and Human Trafficking offending within the City of London?
    - What are the initial pathways for exploitation (recruitment & vulnerability factors)?
    - Who is being targeted for different exploitation types?
    - Who are the perpetrators of MSHT offending?

- What are the methods and modes of transport used by traffickers to move victims in to or through the square mile?
- What are the locations of exploitation within the City of London (i.e. types of industry, geographic locations)?

15. The best intelligence collectors are those operating on the frontline and these requirements are being shared with uniform and detective teams. This deeper dive into the threat picture will assist in establishing a better understanding and the extent of such crime in the City of London. Requirement sharing is being accompanied by briefings that provide the necessary context to this threat. This is an approach utilised to good effect in tackling drug crime and improving the response to those organising such crime.

16. To further assist intelligence and threat understanding, the CoLP is in the process of establishing a seat at the London TOEX Team Tackling Organised Exploitation (TOEX) Programme[1]. This will provide direct access to wider intelligence and assist in identifying areas of harm affecting the City of London that often have a cross border impact.

17. In dealing with MDSHT offences taking an open-minded approach when dealing with other crime types is demonstrated with City of London Police identifying MDSHT across other aspects of Serious and Organised Crime. It is often in cases like this those involved as participants in the lower echelons of Serious and Organised Crime Groups can often be subject themselves to criminal exploitation. This has manifested itself within ongoing investigation whereby the CPS authorised charges for three subjects from an investigation into drug offences, money laundering and MDSHT. The matter is awaiting trial and therefore further commentary at this time would not be appropriate.

18. The recent CoLP Crime Data Integrity Review did however highlight areas for improvement in the recording of crimes relating to MDSHT. This is covered in a separate report on the agenda today.

Key Data and Analysis

19. The following key data for MDSHT seeks to highlight the response to this crime type made by City of London Police to date.

5 years (Jan 2019 – Dec 2023) ** This data covers HO recordable crimes and does not include incidents.

0.13% of all crime in the city has been MSHT. (n=9). City of London Police do not see the same proportion of MSHT in the City compared to national levels (0.13% compared to 0.24% nationally).

[1] Tackling Organised Exploitation (TOEX) Programme (npcc.police.uk)

Key Highlights

- With such small numbers, the % of increase or decrease has a bigger impact but may be indicative of raised awareness across teams and better understanding of the Threat Picture.

- The following analysis highlights this: MDSHT has decreased by 50% (-9) since 2019. However, we have seen an increase of 225% (+5) in 2023. It is assessed that volumes reported were impacted from 2020-2022 by the lockdowns and Covid Pandemic.

MSHT 2019-2023

MSHT
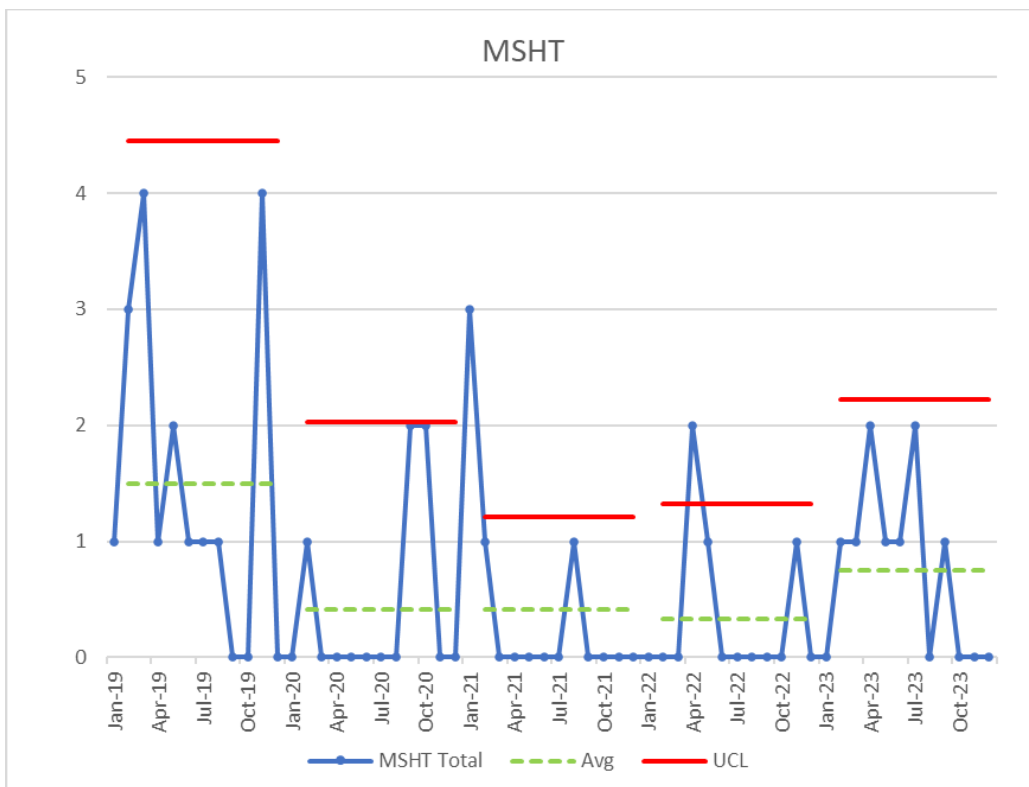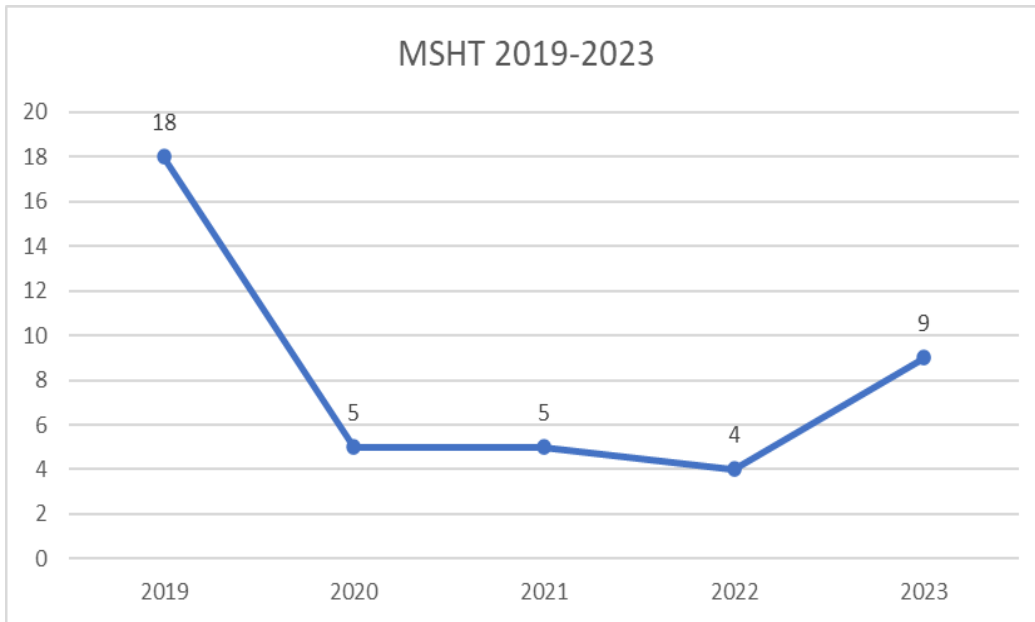
- More males report being a victim of MDSHT at 76% (n=31).
- The typical profile for male victims is aged between 18-25 years and of White - North European ethnicity.
- 85% of victims are aged between 11-35 (n=35) There are 11 incidents of MDSHT involving persons under the age of 18. Of these 8 are male.
- Among the victims who declared their ethnicity, White North European victims are the largest group at 43% (n=18), followed by White South European 17% (n=7) Unknown ethnicity accounts for 17% (n=7) of reports.
- Temporal analysis reports MDSHT incidents as having different peaks throughout the year. 51% of offences occur in Jan – Apr with no occurrences ever occurring in December. February shows a 50% increase for MDSHT offences above the monthly average.
- 60% of MDSHT offences end with outcome 18: Investigation complete no suspect identified and 24% have outcome 14: Victim declines/unable to support action to identify offender.
- There has been 1 charge since 2019.

AGE	11-17	18-25	26-35	36-45	46-55	56-65	+65	TOTAL
FEMALE	3	2	4	1	0	0	0	10
MALE	8	11	7	2	2	1	0	31
TOTAL	11	13	11	3	2	1	0	41

ETHNICITY	WHITE SE	WHITE NE	BLACK	ASIAN	SE ASIAN	UNKNOWN	TOTAL
FEMALE	3	2	1	1	1	2	10
MALE	4	16	3	1	2	5	31
TOTAL	7	18	4	2	3	7	41

OUTCOME	2019	2020	2021	2022	2023	TOTAL	% OUTCOME
1. Charged	1	0	0	0	0	1	2.44
14: Victim declines/unable to support action to identify offender	3	3	1	2	1	10	24.39
16: Victim declines/withdraws support - named suspect identified	0	1	0	1	0	2	4.88
18: Investigation complete no suspect identified	14	1	1	3	6	25	60.98
20: Other body/agency has investigation primacy	0	0	0	0	2	2	4.88
nresolved	0	0	1	0	0	1	2.44
TOTAL	18	5	3	6	9	41	

Disruptions

20. Disruptions are the key performance measure of law enforcement activity conducted to tackle and infiltrate SOC nominals and OCGs, including those

involved with MDSHT. Disruptive activity can range from arrests, warrants and seizures to training sessions and ancillary orders. They are split into three assessment categories: Major, Moderate and Minor. The categories are defined below and are used to determine the impact their activity has had on the nominal or OCGs capabilities and functionality.

Assessment Category	Impact Definition
MAJOR	Significant, long term disruptive impact on the capability of the OCG, individual or vulnerability. This is recorded at sentencing stage.
MODERATE	Noticeable, medium term disruptive impact on the capability of the OCG, individual or vulnerability.
MINOR	Minimal, short term disruptive impact on the capability of the OCG, individual or vulnerability.

21. The disruption claims against MSHT look low for each financial year and this is due to only four OCGs since FY20/21 committing or being linked to committing MSHT offences. Currently, have two operations out of 75 live jobs that commit or have primary links to committing MDSHT offences and we await outcomes of charging decisions in this respect. The low volume of disruptions may also be due to the primary crime (Drugs, Fraud) attracting the disruption claim. For obvious reasons we are unable to double count whereby multiple crimes may be present. That said it is an area of focus for CoLP to enhance opportunity of disruption activity in this space.

Operations of significance

22. **Op Sun** was the City Of London response to numerous juveniles being arrested for distraction theft in the City Of London. They were all giving the same address (in the MPS) and asking for the same appropriate adult which gave some suspicion towards Modern Slavery being a factor in their offending. CoLP began enquiries in Romania and established that a number of them were travelling with the same people to the UK and that some were in fact being moved between crime families with the girls being particularly vulnerable to sexual exploitation. CoLP also began working out their network across Europe as they were being arrested in Italy, France and Germany as well.

23. The CoLP was working towards a modern slavery investigation, however the Covid 19 pandemic hit and a lot of the individuals left the UK. As the addresses emptied and they left the country CoLP marked up the juveniles with modern slavery markers so that if they came in via the ports, CoLP could pick them up and the adults travelling with them. The majority now would be Over18. The Operation was eventually shut.

24. **Op Aidant** is co-ordinated by the National Crime Agency (NCA). The operation is run nationally every year and involves local police forces working alongside partner agencies to focus on vulnerability, exploitation and modern slavery. Each force had to provide a return. CoLP would conduct targeted operations, plain clothes around transport hubs, operations on any brothels identified as part of this operation, however many of them were on the borders in MPS area. CoLP also ran previous operations with MPS. . For the ones identified in the City, it was engagement with the sex worker, welfare and seeking their support

for any prosecution – which was never forthcoming. CoLP adopted a Multi-agency approach to ensure their wellbeing. Any intelligence that could be exploited to identify the controller was picked up by CoLPs Intelligence hub for assessment.

NPCC Modern Slavery and Organised Immigration Crime (MS&OIC) Programme Section 22 Collaboration Agreement

25. CoLP is signed up to the National Police Chiefs Council (NPCC) Section 22 Collaboration Agreement for MS & OIC Programme. The Programme is to embed an improved policing and wider law enforcement response to modern slavery and organised immigration crime for all Police Forces in England and Wales. It is currently funded by a grant from the Home Office and CoLP has benefited from the services provided by the national team as described in a previous report to the Police Authority Board in January 2024 (Pol 04-24 refers).

Conclusion

26. City of London Police continues to grow its response to MDSHT. There has been progress made over the last 12 months to understand the threat picture and develop response as highlighted within this report. It remains an area of focus within our Serious and Organised Crime Profile, and we continue to identify methods of both disruption and criminal outcomes in this space.

Background Papers

Pol 04-24   National Section 22 Collaboration Agreement- Modern Slavery, Human Trafficking and Organised Immigration Crime Programme- Updated agreement 2023-25.- Police Authority Board- 10 January 2024

Amanda Horsburgh
Detective Chief Superintendent
Specialist Operations
City of London Police

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