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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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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	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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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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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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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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legislation and enforcement powers.		AMBER	
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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		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

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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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	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

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