



## Strategic Planning & Performance (Police) Committee

**Date:** MONDAY, 6 SEPTEMBER 2021

**Time:** 9.00 am

**Venue:** INFORMAL VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:**

Tijs Broeke (Chair)	Alderman Timothy Hailes
Andrew Lentin (Deputy Chair)	Deborah Oliver
Caroline Addy	Deputy James Thomson
Munsur Ali	Deputy Philip Woodhouse
Deputy Keith Bottomley	Moawia Bin-Sufyan (External Member)
Helen Fentimen	Adrian Hanstock (External Member)

**Enquiries:** Polly Dunn  
Polly.Dunn@cityoflondon.gov.uk

### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

[https://youtu.be/Z5tTQ\\_kDPfw](https://youtu.be/Z5tTQ_kDPfw)

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Town Clerk after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available on line via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal 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.

**John Barradell**  
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 of the meeting held on 4 May 2021.  

**For Decision**  
(Pages 5 - 10)
4. **PUBLIC OUTSTANDING REFERENCES**  
Joint report of the Town Clerk and Commissioner.  

**For Information**  
(Pages 11 - 12)
5. **Q1 PERFORMANCE V POLICING PLAN MEASURES**  
Report of the Commissioner.  

**For Information**  
(Pages 13 - 30)
6. **HMICFRS QUARTERLY REPORT**  
Report of the Commissioner.  

**For Information**  
(Pages 31 - 104)
7. **TRANSFORM- UPDATE ON SECTOR / LOCAL POLICING (DEEP DIVE)**  
Report of the Commissioner.  

**For Information**  
(Pages 105 - 122)
8. **FORCE'S PERFORMANCE AGAINST THE GOVERNMENT'S NATIONAL PRIORITIES FOR POLICING - SPECIFIED INFORMATION (AMENDMENT) ORDER 2021**  
Report of the Town Clerk.  

**For Information**  
(Pages 123 - 132)

9. **INTERNAL AUDIT UPDATE**  
Report of the Head of Audit and Risk Management.

**For Information**  
(Pages 133 - 136)

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

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

12. **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**

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

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

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## **STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE** **Tuesday, 4 May 2021**

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Virtual Meeting - Accessible Remotely on Tuesday, 4 May 2021 at 9.00 am

### **Present**

#### **Members:**

Tijs Broeke (Chair)  
Andrew Lentin (Deputy Chairman)  
Munsur Ali  
Helen Fentimen  
Alderman Timothy Hailes  
Deborah Oliver  
Deputy James Thomson  
Deputy Philip Woodhouse

#### **Officers:**

#### **Police Authority**

Simon Latham	- Deputy Chief Executive, Town Clerk's Department
Alex Orme	- Town Clerk's Department
Chloe Rew	- Town Clerk's Department
Alistair Cook	- Chamberlain's Department
Aqib Hussain	- Chamberlain's Department

#### **City of London Police**

Alistair Sutherland	- Assistant Commissioner
Paul Adams	- City of London Police
Christopher Bell	- City of London Police
Kelly Harris	- City of London Police
Stuart Phoenix	- City of London Police
Hayley Williams	- City of London Police

#### **1. APOLOGIES**

There were no apologies.

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

There were no declarations.

#### **3. TERMS OF REFERENCE**

Members received the Terms of Reference of the Committee as set out by the City of London Police Authority Board on 16 April 2021.

It was noted that there may be some overlap between the new Committees and that terms of reference may need to be reviewed as matters were brought forward.

4. **MINUTES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE**

Members received, for information, the final minutes of the now dissolved Performance & Resource Management Committee meeting.

**RESOLVED**, that the public minutes and non-public summary of the Performance & Resource Management Committee meeting held on 2 February 2021, be noted.

5. **PUBLIC OUTSTANDING REFERENCES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE**

Members received a joint report of the Town Clerk and Commissioner regarding the outstanding references of the now dissolved Performance & Resource Management Committee.

It was noted that all items were either completed or in progress.

With regard to 11/2020/P – The Chair stated that September was some time distant and asked if it was possible to have something sooner. The AC commented that the timeframe had been chosen as the Sector Policing Model would have been in place for a year in September, so this seemed like a realistic time period for which to conduct the post implementation review. The Chairman stated that he would prefer it if an interim report could be made available ahead of the September SPPC and could be shared with Members outside of Committee in due course.

**RESOLVED**, that the report be noted.

6. **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) INSPECTION UPDATE**

Members received a report of the Commissioner regarding Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspection Update.

Following on from the meeting in February 2021, Safeguarding and protection of vulnerable people matters had been addressed. The ambition of the Force was to close down as many of the amber and red actions as possible, there were seven new green recommendations/areas for improvement. It was noted that there were seven organised crime threats and within the area of organised crime, there were significant areas of activity in relation to managing the response to Organised Crime that crossed boundaries with the Metropolitan Police Service

On Roads Policing, recommendation 6 should be revised from “analytical capability” to “capacity”. The Force responded to say it was infact both a capacity and capability issue. It was suggested that the Force meet with

relevant officers from the Department for Built Environment and the new Member SIA for Roads Policing (Graham Packham) to explore how these items on road safety might be addressed.

It was suggested that items coded in white needed to be considered in the context of their impact on the COLP's ability to exercise its required duties.

There was concern that a large number of deadlines had been put back and slipped. The Chairman asked for an interim update prior to recess on those that were marked to be completed at the end of June and July in order to keep track of these. (1/2021/P).

With regard to Crime Data Integrity inspection 2019 and the area for improvement listed under paragraph 5 "The force should immediately improve its collection and analysis of equality data through its crime reporting and recording systems", it was noted that there was no standard across the country that could be emulated. In light of this, the Force was looking at the best way to address the recommendation. In terms of alienating victims, this was a sensitive matter. Questions were asked of victims about sexuality, religion, etc, in order to ascertain if the crime was targeted. But victims did not always want to give this information voluntarily.

Following a question on cannabis warnings, the Force confirmed that this was a supervision issue rather than a training issue and messaging had been distributed. The AC was confident that the new lead (Head of UPD) would add more rigour in this area and would take forward to resolve the concern.

Prevention measures had been successful for those vulnerable to economic crimes, including the elderly. Work was ongoing to identify those vulnerable to economic crime. The Chair requested that the matter be raised with Safer City Partnerships if it had not been done already.

It was considered that slow progress had been made with respect to recommendation 8 from Understanding the difference: the initial police response to hate crime. Assurances were sought that this work would be delivered for June 2021, as projected within the report.

**RESOLVED**, that the report be noted.

7. **HR DATA MONITORING REPORT 1 OCTOBER 2020 - 31 MARCH 2021**

Members received a report of the Commissioner regarding HR data monitoring for 1 October 2020 – 31 March 2021.

Members requested clearer linkages between this report and ongoing works on the Strategic Threat and Risk Assessment (STRA) process, Policing Plan and MTFP. It was felt that a collaborative way of working would make reporting much smoother. It was noted that that would be provided going forward through the Workforce Plan Update, and not the Data Monitoring Report.

It was noted that the COLP had an aged workforce, but that the data suggested that this was not as high as expected. There was a normal rate of turnover for new joiners when compared to other forces. BAME officers were previously more likely to leave, but a buddy programme had been effective in addressing this.

Following a question on the root cause for transfers, the Force explained that the exit interview process was being updated to provide greater insight into departures.

It was noted that the staff survey was crucial, and the action plan needed to be monitored. It was noted that the Staff Survey update would be provided to the Professional Standards and Integrity Committee going forward as referenced in the report.

**RESOLVED**, that the report be noted.

**8. END OF YEAR (Q4) POLICING PLAN - PERFORMANCE AND MEASURES**

Members received a report of the Commissioner regarding the End of Year (Q4) Policing Plan – Performance and Measures.

It was noted that there had been a reduction in crime this year, but this had been an extraordinary year and the reduction was due in most part to Covid -19 and the various lockdowns, the latter of which was shortly due to ease. The Force was ranked number one in the country for detecting and clearing up crime, but an increase in crime was imminent as the City began to open up. The Force has seen during April acquisitive crime beginning to rise- shoplifting, office burglaries and phone snatches. Indicators are an increase in seizure of class A drugs and number of arrests increasing as Night Time Economy increases and opens up.

Road Safety and Anti-social Behaviour (ASB), particularly in residential areas, were both matters of great concern to the public. It was noted that although ASB was not classed as a Force priority in terms of the STRA process, it was treated as such, and was included in the Policing Plan as the Force recognised it is important to City Communities.

**RESOLVED**, that the report be noted.

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

There were no questions.

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

There was no other business.

**11. EXCLUSION OF THE PUBLIC**

**RESOLVED**, 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.

**12. NON-PUBLIC MINUTES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE**

Members received, for information, the final non-public minutes of the now dissolved Performance & Resource Management Committee meeting.

**RESOLVED**, that the non-public minutes of the Performance & Resource Management Committee meeting held on 2 February 2021, be noted.

**13. NON-PUBLIC OUTSTANDING REFERENCES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE**

Members received a joint report of the Town Clerk and Commissioner regarding the now-dissolved Performance & Resource Management Committee.

**RESOLVED**, that the report be noted.

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

There were no questions.

**15. 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 10.22 am**

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Chairman

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

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Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
11/2020/P (arising from closed 6/2020/P)	16 October 2020 References – Sector Policing	Update report on review of Sector Policing Model to be submitted to Committee from May 2021.	Assistant Commissioner	<b>Complete</b> -An interim update on this was provided to the June PAB at the request of the Chair of SPPC. A fuller update report is on the agenda.
1/2021/P	04 May 2021 HMICFRS Update	The Chairman asked for an interim update prior to recess on those recommendations that were marked to be completed at the end of June and July in order to keep track of these	Commissioner of Police	<b>Complete</b> - An interim update on HMICFRS recommendations due to complete in June/ July was sent to the Chair of SPPC on the 3 <sup>rd</sup> August.

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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 6 <sup>th</sup> September 2021
<b>Subject:</b> Q1 Performance -v- Policing Plan Measures	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 50-21	<b>For Information</b>
<b>Report author:</b> Strategic Development	

### Summary

This report summarises performance against the measures in the City of London Policing Plan 2020-2023 for Quarter 1 (Q1) for the year 2021-22.

The refreshed Plan for 2020-23 was published on the City of London Police Website<sup>1</sup> on the 1<sup>st</sup> April 2021. It includes areas of focus for 2021-22. A set of new measures were developed.

The Summary assessment of the overarching measures for the Policing Plan priorities for 2021-22 for Q1 is shown below. Members will be aware that last year was an extraordinary year in terms of policing the City of London with the impact of the Covid-19 pandemic being evident, and this impact has continued into Q1 of this financial year. A fuller summary of performance against each measure which sits within the overarching measures, is contained within the report.

Priority	QTR 1	QTR 2	QTR 3	QTR 4	Trend
<b>Measure 1:</b> Economic & Cyber Crime	CLOSE MONITORING				No trend 1 <sup>st</sup> Q report
<b>Measure 2:</b> Counter Terrorism	CLOSE MONITORING				No trend 1 <sup>st</sup> Q report
<b>Measure 3:</b> Serious Organised Crime	SATISFACTORY				No trend 1 <sup>st</sup> Q report
<b>Measure 4:</b> Violent & Acquisitive Crime	SATISFACTORY				No trend 1 <sup>st</sup> Q report
<b>Measure 5:</b> Local Policing	CLOSE MONITORING				No trend 1 <sup>st</sup> Q report

<sup>1</sup> City of London Police Policing Plan 2021-22-[policing-plan-2020---2023.pdf](https://www.cityoflondon.police.uk/policing-plan-2020---2023.pdf) ([cityoflondon.police.uk](https://www.cityoflondon.police.uk))

## Recommendation(s)

It is recommended that Members note the report

### Main Report

#### Background

1. This report presents Force performance against the measures published in your Police Authority Board's three-year Policing Plan 2020-23 for the year 2021-22, reporting for the performance for Q1, 1<sup>st</sup> April to 30<sup>th</sup> June 2021.
2. For the Force Performance Management Group (PMG), measures are graded around whether performance is 'Satisfactory', requires 'Close Monitoring' or 'Requires Action'. As requested at the Performance and Resource Management Committee meeting in May 2017 the report to your Committee continues to reflect the grading reported at the Force PMG .
3. The definitions for Satisfactory, Close Monitoring and Requires action are defined for each measure so that a consistent approach for grading can be undertaken. The assessment criteria for each measure reported as **Close Monitoring** or **Requires Action** is found within Appendix A.

#### Current Position – Summary of all measures

Priority: Economic and Cyber Crime: Overall Assessment Q1- Close Monitoring Q2- Q3- Q4-					
MEASURE	1 <sup>st</sup> Quarter 2021-22	2 <sup>nd</sup> Quarter 2021-22	3 <sup>rd</sup> Quarter 2021-22	4 <sup>th</sup> Quarter 2021-22	TREND
<b>Measure 1-</b> To achieve satisfaction baseline levels of 2019/20 with regard to the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online)”:	<b>Satisfactory</b>				Q1 so no trend
<b>Measure 2-</b> 90% of surveyed respondents have improved knowledge of fraud threats and protective behaviours following engagement events / direct communications	<b>No survey data yet available</b>				Q1 so no trend

<b>Measure 3-</b> The number of judicial outcomes recorded by policing is increased:	<b>Requires Action</b>				Q1 so no trend
<b>Measure 4-</b> City of London Police organised crime groups (OCGs) disruptions are sustained (with higher proportion of major disruptions or seek to increase disruptions against higher harm OCGs):	<b>Satisfactory</b>				Q1 so no trend
<b>Measure 5-</b> Increase use of serious crime prevention and other ancillary orders:	<b>Satisfactory</b>				Q1 so no trend
<b>Measure 6-</b> Economic Crime Academy delegate training numbers are sustained with 90% satisfaction rate:	<b>Close Monitoring</b>				Q1 so no trend
<b>PRIORITY: COUNTER TERRORISM:</b>					
<b>Overall Assessment</b>					
<b>Q1- Close Monitoring</b>					
<b>Q2-</b>					
<b>Q3-</b>					
<b>Q4-</b>					
<b>MEASURE</b>	<b>1<sup>st</sup> Quarter 2021-22</b>	<b>2<sup>nd</sup> Quarter 2021-22</b>	<b>3<sup>rd</sup> Quarter 2021-22</b>	<b>4<sup>th</sup> Quarter 2021-22</b>	<b>TREND</b>
<b>Measure 1-</b> An increased percentage of people who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack:	<b>REPORTED ANNUALLY as part of Community Survey</b>				Q1 so no trend
<b>Measure 2-</b> An increased percentage of Project Servator stops that result in a positive outcome.	<b>Requires Action</b>				Q1 so no trend
<b>Measure 3-</b> An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police	<b>Satisfactory</b>				Q1 so no trend
<b>PRIORITY: Serious Organised Crime:</b>					
<b>Overall Assessment</b>					
<b>Q1- Satisfactory</b>					
<b>Q2-</b>					
<b>Q3-</b>					

<b>Q4-</b>					
<b>MEASURE</b>	<b>1<sup>st</sup> Quarter 2021-22</b>	<b>2<sup>nd</sup> Quarter 2021-22</b>	<b>3<sup>rd</sup> Quarter 2021-22</b>	<b>4<sup>th</sup> Quarter 2021-22</b>	<b>TREND</b>
<b>Measure 1-</b> An increase in the number of organised crime groups disrupted	<b>Satisfactory</b>				Q1 so no trend
<b>Measure 2-</b> A reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London	<b>REPORTED ANNUALLY as part of Community Survey</b>				Q1 so no trend
<b>Measure 3-</b> a reduction in the number of cyber enabled crimes	<b>Satisfactory</b>				Q1 so no trend
<b>Measure 4-</b> Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children	<b>Satisfactory</b>				Q1 so no trend
<b>PRIORITY: Violent and Acquisitive Crime: Overall Assessment</b>					
<b>Q1- Satisfactory</b>					
<b>Q2-</b>					
<b>Q3-</b>					
<b>Q4</b>					
<b>MEASURE</b>	<b>1<sup>st</sup> Quarter 2021-22</b>	<b>2<sup>nd</sup> Quarter 2021-22</b>	<b>3<sup>rd</sup> Quarter 2021-22</b>	<b>4<sup>th</sup> Quarter 2021-22</b>	<b>TREND</b>
<b>Measure 1-</b> A reduction in number of victim-based violent crimes.	<b>Satisfactory</b>				Q1 so no trend
<b>Measure 2-</b> A reduction in number of victim-based acquisitive crimes	<b>Satisfactory</b>				Q1 so no trend
<b>Measure 3-</b> A reduction in the re-offending rate of people committing violent and acquisitive crime	<b>Satisfactory</b>				Q1 so no trend
<b>Measure 4-</b> An increase in the percentage of people satisfied that they have received a professional service following reporting a crime	<b>Satisfactory</b>				Q1 so no trend
<b>PRIORITY: Local Policing: Overall Assessment</b>					
<b>Q1- Close Monitoring</b>					
<b>Q2-</b>					
<b>Q3-</b>					
<b>Q4</b>					
<b>MEASURE</b>	<b>1<sup>st</sup> Quarter 2021-22</b>	<b>2<sup>nd</sup> Quarter 2021-22</b>	<b>3<sup>rd</sup> Quarter 2021-22</b>	<b>4<sup>th</sup> Quarter 2021-22</b>	<b>TREND</b>
<b>Measure 1-</b> Roads policing - a reduction in	<b>REPORTED ANNUALLY</b>				Q1 so no trend

the percentage of people who are surveyed who consider road safety issues a priority in the City of London	<b>as part of Community Survey</b>				
<b>Measure 2-</b> Antisocial Behaviour- a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London	<b>REPORTED ANNUALLY as part of Community Survey</b>				Q1 so no trend
<b>Measure 3-</b> The public order measure- an increase in the number of positive outcomes following arrests resulting from public order incidents	<b>Close Monitoring</b>				Q1 so no trend
<b>Measure 4-</b> The vulnerability measure - an increase in the use of the national vulnerability framework to identify those who are vulnerable so that they receive an appropriate level of service	<b>Satisfactory</b>				Q1 so no trend

4. The data supporting those measures shown as ‘Close Monitoring’ or ‘Requires Action’ is contained within Appendix A.

## Overview of Priorities and Measures

### Economic and Cyber Crime

There are six measures under this priority within Policing Plan.

- The first measure is reported as Satisfactory around Action Fraud victim satisfaction with Service.
- The second measure which covers improved knowledge of Fraud threats currently has no information owing to data collection issues. This is being managed through the Economic Crime Performance meeting and an action has been issued to progress this.
- The third measure around judicial outcomes is assessed as Requires Action as there have been 35 judicial outcomes recorded for this year compared to a total of 901 for the previous year for the same quarter. Following the high numbers of judicial outcomes reported in 2020/21, the numbers dropped considerably in Q1 of this year. Fewer non judicial NFA outcomes were also reported. This was because of the backlogs created in the Court system during the Covid-19 pandemic and is expected to recover throughout the year as the courts continue to process the backlog of cases caused by Covid-19 restrictions.

- The fourth measure covering OCG disruptions is reported as Satisfactory for this period.
- The fifth measure around ancillary orders is reported as Satisfactory
- The final measure on Economic Crime Academy delegates and course satisfaction is reported as Close Monitoring. While delegate numbers have increased, the satisfaction rate is currently 87% which is below the aspiration of 90%. This is likely to increase with the continued upturn in delivery of courses since the easing of lockdown restrictions.

### **Counter Terrorism**

There are three measures under this priority within the Policing Plan.

- The first measure within this section is reported on annually as part of the Community Survey.
- The second measure around Project Servator positive outcomes for Stop and Search is reporting as Requires Action at the end of Q1 with a 53% positive outcome rate, compared to 63% for the previous year. However the trend is improving with targeted deployments and by the end of the quarter has increased from 45% recorded at the beginning of the quarter in April 2021 to 53% as aforementioned.
- The Third measure around the number of Op Lightning reports continues to report as Satisfactory.

### **Serious Organised Crime**

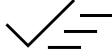
There are four measures under this priority within the Policing Plan.

- The first measure, an increase in the number of organised crime groups disrupted is reported as Satisfactory for the first quarter.
- The second measure, a reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London, is reported annually as part of the community survey.
- The third measure, a reduction in the number of cyber enabled crimes is reported as Satisfactory.
- The fourth measure, to maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children is also recorded as Satisfactory for this period.

### **Violent & Acquisitive Crime:**

There are four measures under this priority within the Policing Plan.

- The first measure, a reduction in number of victim-based violent crimes is reported as Satisfactory.
- The second measure, a reduction in number of victim-based acquisitive crimes is reported as Satisfactory.
- The third measure around the reduction in reoffending for acquisitive and violent crime is assessed as Satisfactory.
- The fourth measure around victim satisfaction is assessed as Satisfactory.

<b>Treatment</b> <b>76% Satisfied</b>			<b>Follow Up</b> <b>63% Satisfied</b>
<b>Overall Service</b> <b>60% Satisfied</b>			<b>66% Would Recommend in Future</b>

The Force is currently achieving only around a 10% response rate to the survey; 702 requests have been successfully delivered since November and we have received 67 responses. The Force is exploring the possibility of the results being updated on a quarterly cycle to allow enough new information to be received to show any trends and to have an appropriate volume of responses to draw conclusions from.

Whilst people are generally satisfied there is still room for improvement.

### Local Policing:

There are four measures under this priority within the Policing Plan.

- The first measure for roads policing is reported annually as part of the Community Survey.
- The second measure for anti-social behaviour is also reported annually as part of the Community Survey.
- The third measure “an increase in the number of positive outcomes following arrests resulting from public order incidents” is reported as Close Monitoring.

#### 2020/21 Performance Q1

Number Public Order offences for Q1: 46.

Number of positive outcomes for public disorder offences for Q1: 2 equating to 4% (this was impacted by the 2020/21 lockdown and restrictions with extremely low footfall in the City of London in Q1 2020)

#### 2021/22 Performance Q1

Number of Public Order offences for Q1: 114.

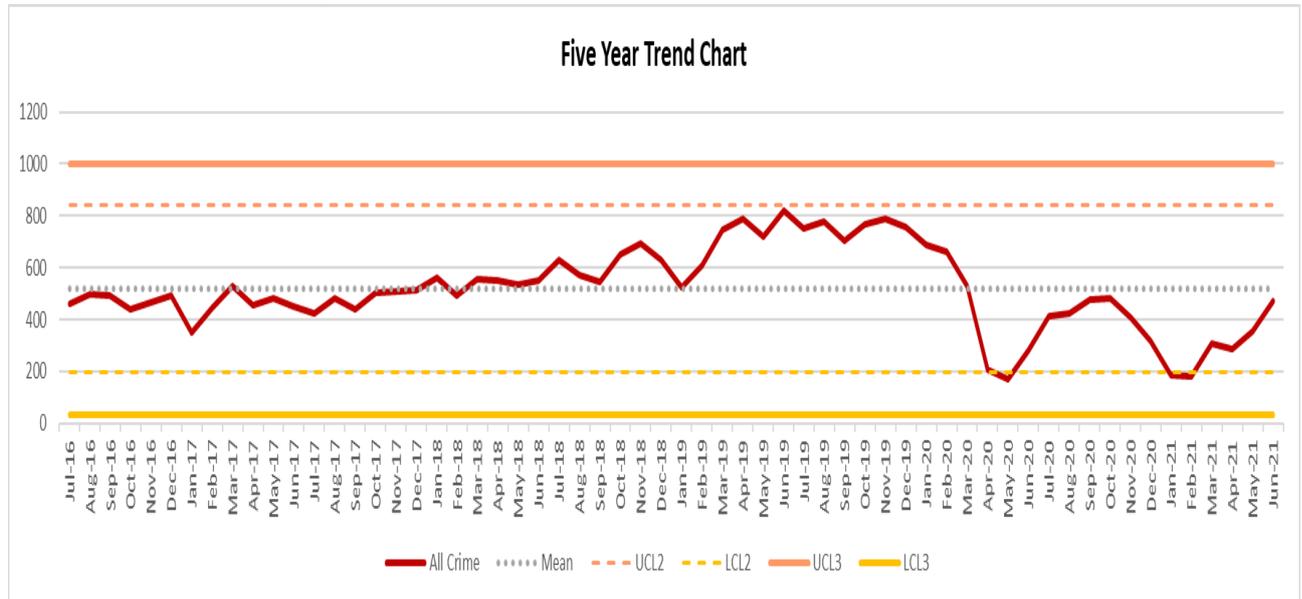
Number of positive outcomes for public disorder offences: 18 equating to 16%

Although there is an obvious increase in Q1 2021-22 compared to 2020-21, this measure was significantly impacted by the lockdowns and restrictions in place in 2020-21 and so the Force is holding this measure at Close Monitoring currently and will see if the trend continues to increase.

- The fourth measure regarding an increase in the use of the national vulnerability framework is reported as Satisfactory.

## Key Data

### All Crime at end of Q1 2021-22 - 5 Year Trend



5. There were 470 crimes recorded in June, an increase of 116 crimes compared to May and the highest level recorded since October 2020, when tiers and restrictions began to be reimposed after the Summer 2020.

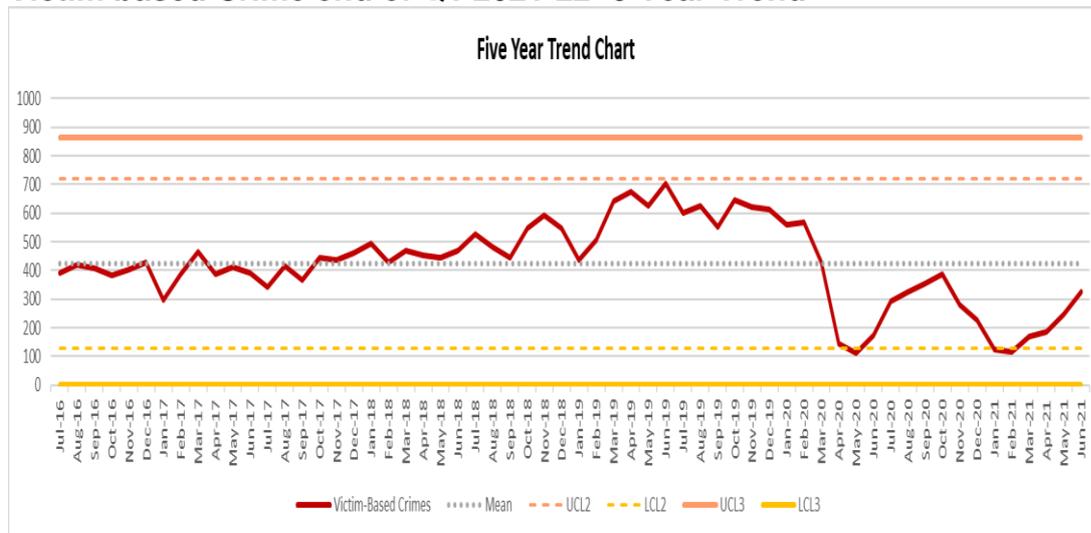
6. Comparing the current rolling 12 months (July 2019 – June 2020 vs July 2020 – June 2021) CoLP is reporting a **-39%** decrease.

Comparing Q1 FYTD 2020-21 to 2021-22 CoLP is reporting a **69%** increase

Comparing Q1 FYTD 2019-20<sup>2</sup> to 2021-22 CoLP is reporting a decrease of **-52%**

7. Whilst we are seeing an increase compared to the last financial year; levels **remain below** where they were at this point in 2019/20, which is considered a normal operational year compared to 2020-21.

### Victim based Crime end of Q1 2021-22- 5 Year Trend



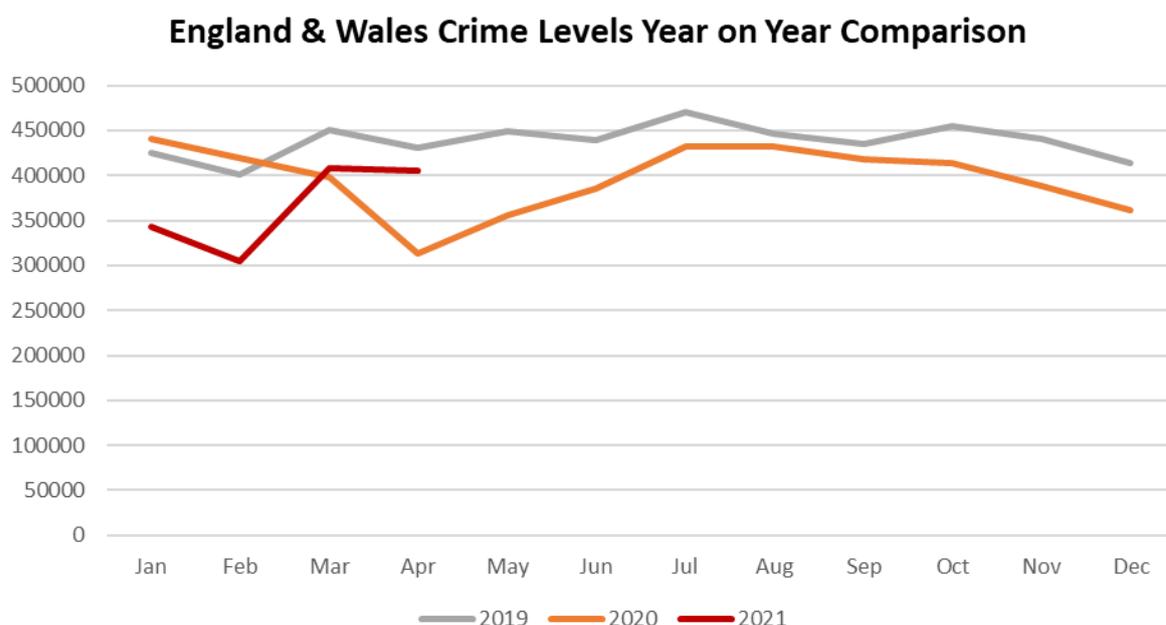
<sup>2</sup> Being used as a benchmark for 'normal' operational year

8. There has been a decrease of **-46%** for Victim Based Crimes for the rolling 12 month period (July 2019 – June 2020 vs July 2020 – June 2021).
9. Victim based crimes are generally following the same trend as All Crime. However, when comparing to the 2019/20 financial year to date the decrease in offences here is much larger, than that for All Crime.
10. Comparing the current rolling 12 months (July 2019 – June 2020 vs July 2020 – June 2021) CoLP is reporting a **-46%** decrease.

Comparing Q1 FYTD 2020-21 to 2021-22 CoLP is reporting a **77%** increase

Comparing Q1 FYTD 2019-20 to 2021-22 CoLP is reporting a decrease of **-162%**

### National position –v- City of London- to end April 2021 (latest data available)



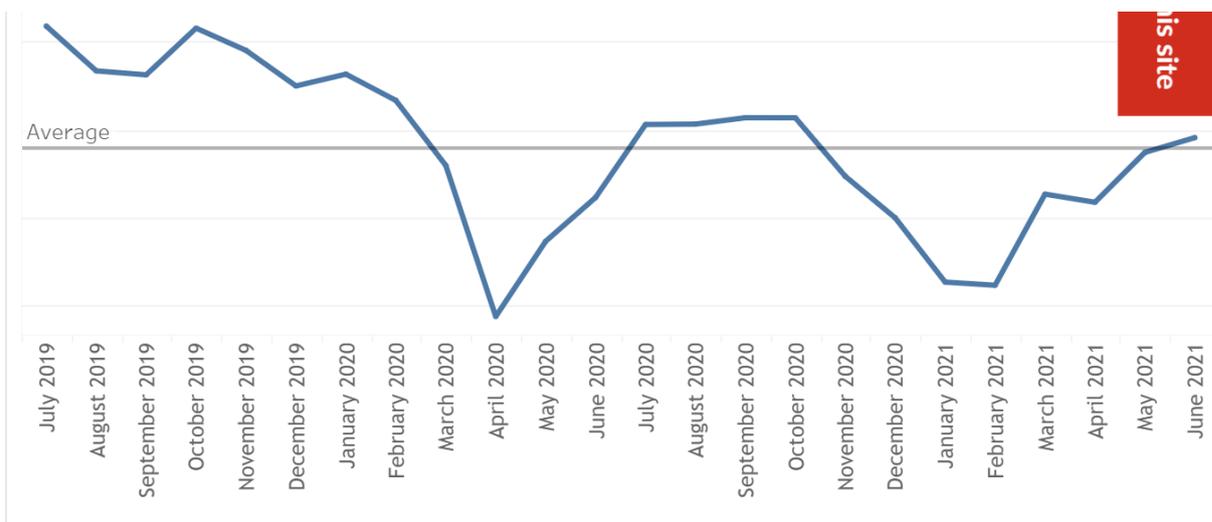
11. The most recently published data for crime nationally is currently to the end of April 2021, comparing the rolling 12 month figures. To this point a **-8.8% decrease** in crime was reported across England and Wales; with 40 forces seeing a decrease across the rolling 12 months.
12. The City of London Police reported the **highest reduction** and is currently ranked **1st** out of 43 Forces for the rolling 12 months (**-51%**). This performance has been consistent for **10 months** and is an improvement of **40 places** compared to the April 2020 national data where City Police were ranked 41<sup>st</sup>. Nottinghamshire Police are currently ranked 2<sup>nd</sup> with a decrease of 17%.

13. Additionally, The National Positive Outcome rate at the end of February was 13%. The City are performing well above this level delivering a Positive Outcome rate of **33%** in April. Currently for June the rate is **31%**.

### MPS-v- City of London Police

14. At your November 2020 Committee the previous Chairman asked for an overall crime comparison with the Metropolitan Police Service (MPS). This comes with the health warning that the volumes of crime, crime profile and demographic in the MPS area are very different from that in the City of London and so it is hard to draw any meaningful comparison. Just by example, for end of year Q1 CoLP had an all crime count of 1110; the MPS is currently showing an all crime count of 198,123 for the same period.

### MPS<sup>3</sup> All Crime Trend



MPS -Rolling 12 months to end June 2021 – showing a reduction of -9.35%  
 City of London – Rolling 12 months to the end June 2021 showing a reduction of -39%

### Conclusion

15. For Q1 2021-22 there are no areas of major concern in Force performance currently. The previous year was an exceptional year with the Covid-19 pandemic having an impact on all areas of Force performance in one way or another. The Force recognises the need to be alive to the challenges that the year ahead will bring, now that the restrictions have lifted, and the Force is working hard to ensure that the City of London remains a safe place for its communities and the public that we serve.

<sup>3</sup> Source MPS website: <https://www.met.police.uk/sd/stats-and-data/met/crime-data-dashboard>

## **Appendices**

- Appendix A – Supporting data for Policing Plan Measures reporting as ‘Close Monitoring’ and ‘Requires Action’.

**PERFROMANCE SUMMARY**

**PERFROMANCE SUMMARY** at end of Q1 2021-22 of those measures shown as ‘Close Monitoring’ and ‘Requires Action’

<b>POLICING PLAN PRIORITIES</b>	<b>ASSESSMENT QTR 1</b>	<b>ASSESSMENT QTR 2</b>	<b>ASSESSMENT QTR 3</b>	<b>ASSESSMENT QTR 4</b>
<b>ECONOMIC &amp; CYBER CRIME</b>	<b>CLOSE MONITORING</b>			
<b>COUNTER TERRORISM</b>	<b>CLOSE MONTORING</b>			
<b>SERIOUS ORGANISED CRIME</b>	<b>SATISFACTORY</b>			
<b>VIOLENT &amp; ACQUISITIVE CRIME</b>	<b>SATISFACTORY</b>			
<b>LOCAL POLICING</b>	<b>CLOSE MONITORING</b>			

**Assessment Criteria**

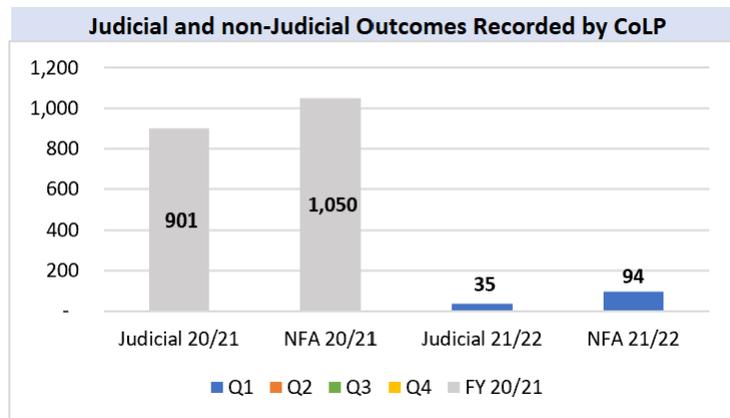
**SATISFACTORY:** All measures within category report this assessment or only one measure within category reports Close Monitoring.

**CLOSE MONITORING:** Two or more measures report as Close Monitoring, where two or more report as Requires Action should the number of measures dictate the below assessment will be used.

**REQUIRES ACTION:** Two or more measures within this category report Requires Action.

<b>PRIORITY: ECONOMIC &amp; CYBER CRIME</b>		<b>Assessment</b>	<b>REQUIRES ACTION</b>
<b>Measure of Success</b>	The number of judicial outcomes recorded by policing is increased.		
<b>AIM/RATIONALE</b>	The National Lead Force seeks to promote the investigation of fraud across policing and support forces to achieve success in this area. It is one of our key outcomes to show that Fraudsters operating nationally are identified and their offending is being disrupted an increase in judicial outcomes for policing will be key to this. A drop on judicial outcome levels from policing will allow us to target our engagement to understand why and work with partners and policing to try and address this although not completely with CoLP's influence.		
<b>Reason for Assessment</b>	<p><b>SATISFACTORY:</b> The volume of judicial outcomes is greater than or equal to the average level in 2020/21.</p> <p><b>CLOSE MONITORING:</b> The volume of judicial outcomes is greater than 90% of the average level in 2020/21 but not equal to or exceeding it.</p> <p><b>REQUIRES ACTION:</b> The volume of judicial outcomes is less than 90% of the average level in 2020/21.</p>		

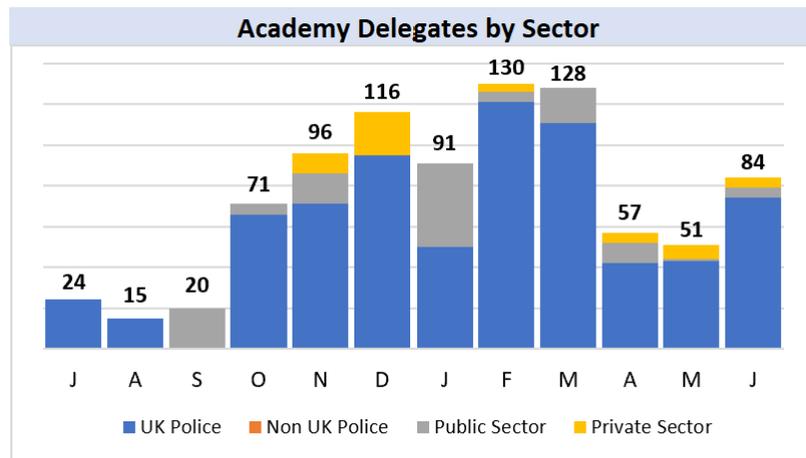
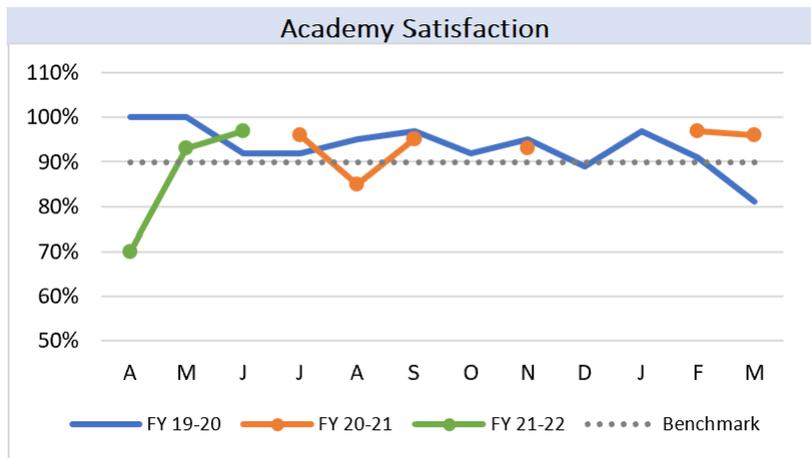
**Current Position**



- Following the high numbers of judicial outcomes reported in 2020/21, the numbers dropped considerably in Q1 of this year. Fewer non judicial NFA outcomes were also reported. This was because of the backlogs created in the Court system during the Covid-19 pandemic and is expected to recover throughout the year as the courts continue to process the backlog of cases caused by Covid-19 restrictions.

<b>PRIORITY: ECONOMIC &amp; CYBER CRIME</b>		<b>Assessment</b>	<b>CLOSE MONITORING</b>
<b>Measure of Success</b>	Economic Crime Academy delegate training numbers are sustained with 90% satisfaction rate.		
<b>AIM/RATIONALE</b>	City of London Police provides economic crime investigation training to policing, government and the private sector through its Economic Crime Academy. It is responsible for identifying, developing and disseminating good practice in order to ensure that policing has the capability to successfully investigate fraud, sustaining delegate numbers is important for that purpose. The satisfaction rate for delegates allows the academy to assess it's courses and improve the services it offers. With the academy being affected significantly by Covid-19 in 2020/21 this measure is being compared with 2019/20 to create a better measure of success.		
<b>Reason for Assessment</b>	<b>SATISFACTORY:</b> Delegate training numbers are sustained at 2019/20 average levels <b>and</b> delegate satisfaction through surveys is at least 90% <b>CLOSE MONITORING:</b> Delegate training numbers are less than 95% of 19/20 average levels <b>or</b> delegate satisfaction is less than 87%. <b>REQUIRES ACTION:</b> Delegate training numbers are less than 95% of 19/20 average levels <b>and</b> delegate satisfaction is less than 87%.		

**Current Position**



Last year there were no delegates trained between April and June due to COVID. The current delegate satisfaction rate is averaged at 87% which is under the 90% aspiration in the measure of success.

This is expected to increase with an increase in the number of courses now being delivered.

<b>PRIORITY: COUNTERING TERRORISM</b>		<b>Assessment</b>	<b>REQUIRES ACTION</b>									
<b>Measure of Success</b>	An increased percentage of Project Servator stops that result in a positive outcome.											
<b>AIM/RATIONALE</b>	Project Servator is a suite of tactics employed by the Force to counter terrorist related activity. Part of the success of these tactics is the training of officers to recognise behaviour and target stop and search to individuals exhibiting behavioural traits that draw their attention. The Force aims to improve on the success of the training and deployment of project Servator trained officers and a measure of this success will be the increase in positive outcomes from the stopping and searching of individuals that draw attention to themselves through behavioural profiling.											
<b>Reason for Assessment</b>	<b>SATISFACTORY:</b> An increase in the percentage of positive outcomes from the level achieved in 2020/21. <b>CLOSE MONITORING:</b> The positive outcome level is within 5% of the level achieved in 2020/21. <b>REQUIRES ACTION:</b> Positive outcomes are more than 5% less than the level achieved in 2020/21											
<b>Current Position</b>												
<b>PROJECT SERVATOR STATS 2019/20</b>												
	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>Stop and Search</b>	5	5	4	1	8	4	0	4	16	7	7	5
<b>Positive Stop &amp; Searches</b>	3	4	3	1	7	4	0	3	5	4	6	4
<b>Arrests</b>	3	3	3	4	8	4	1	3	10	4	6	8
<b>Percentage of Stop &amp; Searches that were positive</b>	60%	80%	75%	100%	88%	100%	N/A	75%	31%	57%	86%	80%
<b>PROJECT SERVATOR STATS 2020/21</b>												
	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>Stop and Search</b>	N/A	0	2	23	13	23	6	6	10	2	5	20
<b>Positive Stop &amp; Searches</b>	N/A	0	2	15	11	12	5	3	7	0	1	13
<b>Arrests</b>	N/A	0	2	13	10	11	6	5	9	1	3	4
<b>Percentage of Stop &amp; Searches that were positive</b>	N/A	N/A	100%	65%	85%	52%	83%	50%	70%	0	20%	65%

PROJECT SERVATOR STATS 2021/22												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>Stop and Search</b>	20	28	33									
<b>Positive Stop &amp; Searches</b>	9	13	21									
<b>Arrests</b>	5	6	11									
<b>Percentage of Stop &amp; Searches that were positive</b>	45%	46%	64%									

Project Servator utilises a suite of tactics with Stop & Search being the final resolution of a number of engagement activities. Before a Stop & Search is conducted an officer will undertake a Resolution Conversation as part of the tactics utilised to ascertain if a Stop & search will be required, the number of these conversations undertaken each month is as follows:

April: 603  
 May: 672  
 June: 625

Therefore, although 81 Stop & Searches have been conducted so far, officers have conducted 1900 conversations with individuals within the quarter. Currently the positive stop and search rate sits at 53%.

The positive Stop & Search rate for 2019/20 was 67%, out of 66 Stop and Searches 44 were positive.  
 The positive Stop & Search rate for 2020/21 was 63%, out of 110 Stop and Searches 69 were positive.

<b>PRIORITY: LOCAL POLICING</b>	<b>PRIORITY ACTIVITY: PUBLIC DISORDER: Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan, and maintain our capability and capacity to respond to public order incidents.</b>	<b>Assessment</b>	<b>CLOSE MONITORING</b>
<b>Measure of Success</b>	<b>Public order</b> - an increase in the number of positive outcomes following arrests resulting from public order incidents		
<b>AIM/RATIONALE</b>	The Force undertakes an annual survey of its community to identify the main priorities perceived by the public. Public Order is part of the areas of concern. A success in Force activities with our partners will be the perception of the public that the City is safe to live in, work in and visit. We will therefore look at the reduction in the percentage of people who perceive public order as an issue as a success in the tactics and policing activities undertaken by the Force to ensure City is a safe environment to be in. This will also protect the right of the public to undertake organised protest within the City and show how the Force is effectively policing protest in order to minimise disruption and protect the public while maintaining the right to peaceful and lawful protest.		
<b>Reason for Assessment</b>	<b>SATISFACTORY:</b> Increase in sanctioned detections and positive outcomes combined compared to the level reported in 2020/21. <b>CLOSE MONITORING:</b> Reduction in number of sanctioned detections and positive outcomes combined by up to 5% of the level achieved in 2020/21. <b>REQUIRES ACTION:</b> A reduction of over 5% in the number of sanctioned detections and positive outcomes combined compared to the level achieved in 2020/21.		
<b>Current Position</b>			
<p><b>2020/21 Performance Q1</b>  Number Public Order offences for Q1: 46.  Number of positive outcomes for public disorder offences for Q1: 2 equating to 4% (this was impacted by the 2020/21 lockdown and restrictions with extremely low footfall in the City of London in Q1 2020)</p> <p><b>2021/22 Performance Q1</b>  Number of Public Order offences for Q1: 114.  Number of positive outcomes for public disorder offences: 18 equating to 16%</p> <p>Although there is an obvious increase in Q1 2021-22 compared to 2020-21, this measure was significantly impacted by the lockdowns and restrictions in place in 2020-21 and so the Force is holding this measure at Close Monitoring currently and will see if the increase continues as a trend.</p>			

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# Agenda Item 6

<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 6 <sup>th</sup> September 2021
<b>Subject:</b> HMICFRS Inspection Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1 - People are safe and feel safe.
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 51-21	<b>For Information</b>
<b>Report author:</b> Stuart Phoenix, Strategic Development	

## Summary

This report provides Members with an overview of activity undertaken within the last reporting period, since your May 2021 Performance and Resources Management Committee, in response to reports published by HMICFRS. An overview of the inspection programme is detailed in this report and progress against both existing and new recommendations received is provided for Members' information in Appendix A.

### Reports published

8 new reports have been published in the last period, 6 with recommendations. This is a significant amount of reports and has increased the workload in this area with a knock on impact of increased workload on the business.

### Inspections undertaken since last report

No inspections have taken place

### Inspections Due

No inspections are due

### Reports Due for Publication

No force reports are anticipated

### HMICFRS Recommendations Overview

This report details progress against the recommendations from all live inspection action plans, summarised in the table below and detailed fully within Appendix A. There are currently 33 outstanding recommendations.

There are 17 new greens to report, demonstrating progress since your May 2021 Performance and Resources Management Committee.

HMICFRS Report title	Number of open recommendations/areas for improvement and status			
	Previous report to your Performance and Resources committee [May 2021]		Current report to your committee	
	National report	Force report	National report	Force report
<b><u>New Reports</u></b>				
A review of 'Fraud: Time to choose'			3 AMBER	
State of Policing: The Annual Assessment of Policing in England and Wales 2020			No actions for the force	
A joint thematic inspection of the police and Crown Prosecution Service's response to rape			1 NEW GREEN 5 AMBER 1 CLOSED	
Interim report Inspection into how effectively the police engage with women and girls			No actions for the force	
Review of policing domestic abuse during the pandemic			2 NEW GREEN 1 RED	
The Hidden Victims - Report on Hestia's super-complaint on the police response to victims of modern slavery			3 AMBER	
The police response to the coronavirus pandemic during 2020			4 NEW GREEN 1 AMBER	
Custody services in a COVID-19 environment			2 NEW GREEN Complete	
<b><u>Previous Reports</u></b>				

	National report	Force report	National report	Force report
Getting the balance right? An inspection of how effectively the police deal with protests	5 AMBER		2 NEW GREEN 3 AMBER	
Disproportionate use of Police powers	Not previously included		2 NEW GREEN 2 AMBER	

	omitted in error		2 RED	
HMICFRS Publication - Police super-complaint: police data sharing for immigration purposes	4 AMBER		1 NEW GREEN 3 WHITE	
Pre-charge bail and released under investigation: striking a balance	1 AMBER 1 WHITE		1 NEW GREEN 1 AMBER	
Roads Policing – Not Optional	2 AMBER 3 WHITE 1 NEW GREEN		1 NEW GREEN 2 RED 1 WHITE 1 CLOSED	
Cyber: Keep the light on	2 WHITE		1 NEW GREEN 1 WHITE	
Crime Data Integrity inspection 2019		2 RED		1 RED 1 CLOSED
The Poor Relation - The police and CPS response to crimes against older people	1 RED		1 RED	
PEEL 2018/2019		1 RED 1 NEW GREEN		1 AMBER
Policing and Mental Health - Picking Up the Pieces	1 WHITE		1 WHITE	
Understanding the difference: the initial police response to hate crime	1 RED		1 RED	
PEEL: Police Effectiveness 2017 – National	1 WHITE		1 CLOSED Complete	
<b>Recommendation Summary</b>	<b>Previous report to your Performance and Resources committee [May 2021]</b>		<b>Current report to your committee</b>	
	<b>National report</b>	<b>Force report</b>	<b>National report</b>	<b>Force report</b>
<b>New reports</b>	2		8 [6 with actions]	0
<b>New Green</b>	0	0	9	0
<b>Amber</b>	5	0	12	0
<b>Red</b>	0	0	1	0
<b>White</b>	0	0	0	0
<b>Closed</b>	0	0	1	0
<b>Sub-total – New Reports</b>	<b>5</b>	<b>0</b>	<b>23</b>	<b>0</b>
<b>Previous reports</b>				
<b>NEW Green</b>	4	3	8	0
<b>Amber</b>	7	0	6	1

<b>Red</b>	2	3	6	1
<b>White</b>	8	0	6	0
<b>Closed</b>	0	1	2	1
<b>Sub- Total – Previous Reports</b>	<b>21</b>	<b>7</b>	<b>28</b>	<b>3</b>
<b>Total Prior Report Amber/Red/White Recommendations</b>	<b>22</b>	<b>3</b>	<b>31</b>	<b>2</b>
	<b>25</b>		<b>33</b>	

### Recommendation(s)

Members are asked to note the report.

### Main Report

#### Background

1. This report provides Members with an overview of the City of London Police response to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) continuing programme of inspections and published reports. Since the last report to your May 2021 Performance and Resources Management Committee there has been 8 new reports published for the force to consider; 6 with actions [23]. Progress with existing recommendations as well as detail of the current inspection programme is provided below for reference.

#### Current Position

2. 8 new reports have been published since last reported to your Strategic Planning and Performance Committee in May 2021:
  - **A review of 'Fraud: Time to choose'**, published 5<sup>th</sup> August 2021.  
This is a follow-up to the inspection which commenced in 2018, report published 2019. This new report makes 3 further recommendations and notes progress made with improvements still to be embedded across forces England and Wales.
  - **State of Policing: The Annual Assessment of Policing in England and Wales 2020**, published 21<sup>st</sup> July 2021  
This is Her Majesty's Chief Inspector of Constabulary's report to the Secretary of State under section 54(4A) of the Police Act 1996. It contains his assessment of the effectiveness and efficiency of policing in England and Wales based on the inspections we carried out between March 2020 and March 2021. There are no actions for the force.
  - **A joint thematic inspection of the police and Crown Prosecution Service's response to rape**, published 16<sup>th</sup> July 2021  
This is the first of two national inspection reports that will consider the response, decision-making and effectiveness of the police and Crown Prosecution

Service (CPS) at every stage of a rape case – from first report through to finalisation of the case. This report focuses on those cases where either the police or the CPS made the decision to take no further. The second report, considering cases from charge to disposal, will be published in winter 2021.

- **Interim report Inspection into how effectively the police engage with women and girls**, published 7<sup>th</sup> July 2021

In March 2021, the Home Secretary commissioned Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to inspect the effectiveness of police engagement with women and girls. The HMICFRS final report will be published in September 2021.

This interim report sets out findings and recommendations from one part of this inspection, which focuses on how effectively the police respond to violence against women and girls (VAWG) offences. These are violent and high-harm crimes that disproportionately affect women and girls, such as domestic abuse, sexual violence, stalking, and female genital mutilation (FGM).

- **Review of policing domestic abuse during the pandemic**, published 23<sup>rd</sup> June 2021.

This review expands on the findings in our recent policing COVID-19 report, highlighting good practice and innovation. HMICFRS have also made three recommendations aimed at ensuring forces continue to respond to the challenges of policing domestic abuse during the COVID-19 pandemic and beyond.

- **The Hidden Victims - Report on Hestia's super-complaint on the police response to victims of modern slavery**, published 26<sup>th</sup> May 2021.

On 31 May 2019 Hestia made a super-complaint to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

This super-complaint is about the policies and practices of all police forces in England and Wales with respect to the standard of support that victims of modern slavery receive.

This super-complaint raises several concerns about the police response to victims of modern slavery. These are:

- I. non-specialist police officers fail to recognise the signs of exploitation and fail in their duty to report modern slavery to the Home Office;
- II. police officers aren't taking immediate steps to make a victim feel safe;
- III. victims of modern slavery are treated as immigration offenders;
- IV. victims of modern slavery are treated as criminals when they have been forced to commit criminal activities by their exploiters, despite the existence of the section 45 defence in the Modern Slavery Act 2015;
- V. police forces don't adequately investigate cases that come to their attention; and
- VI. the adequacy of training provided to frontline officers.

A recurring theme in Hestia's super-complaint is the lack of effective support for victims. It says this lack of support, along with experiences of poor treatment, deters victims from engaging with investigations.

- **The police response to the coronavirus pandemic during 2020**, published 20<sup>th</sup> April 2021

This report focuses on:

- I. preparation for the pandemic;
- II. overall leadership;
- III. working with other organisations;
- IV. policing – workforce wellbeing, protecting people who are vulnerable, requests for service, investigating crime, enforcing coronavirus legislation (the Four Es approach – engage, explain, encourage, enforce); and
- V. arrangements for keeping people in custody.

- **Custody services in a COVID-19 environment**, published 20<sup>th</sup> April 2021

This report supplements the wider inspection [The police response to the coronavirus pandemic during 2020] with more detailed findings on how custody services operated in a COVID-19 environment. It aims to:

- I. increase the police service's national and local understanding of how custody services operate in a COVID-19 environment;
- II. show how services have been/are affected and how police forces are responding; and
- III. establish what improvements forces and the wider Criminal Justice System can make.

Action plan progress is reported in Appendix A.

### **Inspections undertaken since the last report**

3. No new inspections have taken place

### **Inspections Due**

4. No inspections are scheduled at this time.

### **HMICFRS Force Reports Due**

5. No force reports are anticipated

### **Current status of HMICFRS Recommendations**

6. A total of 20 HMICFRS reports have been managed by the Force during the last reporting period.
7. There are currently 33 outstanding recommendations [31 national and 2 force].

8. There are 17 new greens to report and 8 red.

### Current Status of HMIC Recommendations Summary

Recommendation Summary	Previous report to your Performance and Resources committee May 2021]	Current report to your Board
<b>NEW Green</b>	<b>7</b>	<b>17</b>
<b>Amber</b>	<b>12</b>	<b>19</b>
<b>Red</b>	<b>5</b>	<b>8</b>
<b>White</b>	<b>8</b>	<b>6</b>
<b>Closed</b>	<b>1</b>	<b>4</b>
<b>Total Amber/Red/White Recommendations</b>	<b>25</b>	<b>33</b>

NB: Definitions of the RAGW assessments are set out at the beginning of the Appendix.

### Conclusion

9. The Force continues to make progress with implementation of HMICFRS recommendations and areas for improvement, which contributes to business improvement across the organisation.

### Appendices

Appendix A - Full list of HMIC Recommendations currently being implemented within Force.

**Stuart Phoenix**  
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## HMICFRS Report Recommendations

Traffic Light Colour	Definition of target achievement
<b>GREEN</b>	The recommendation is implemented
<b>AMBER</b>	The recommendation is subject to ongoing work and monitoring but is anticipated will be implemented
<b>RED</b>	The recommendation is beyond designated deadline or cannot / will not be implemented (rationale required) or
<b>WHITE</b>	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.

### A review of 'Fraud: Time to choose'

A national report HMICFRS  
Published 5<sup>th</sup> August 2021

There are 3 new actions for the force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> By 30 September 2021, chief constables should make sure that their forces are following the guidance issued by the National Police Chiefs' Council Coordinator for Economic Crime about fraud-related calls for service.	<b>AMBER</b>	September 2021	This is a new report recently published that is currently being considered by the force.
2	<u>Recommendation</u> By 31 March 2022, the National Police Chiefs' Council Coordinator for Economic Crime with the National Crime Agency, National Economic Crime Centre and City of London	<b>AMBER</b>	March 2022	This is a new report recently published that is currently being considered by the force.

	Recommendations & Areas for Improvement	Status	Due Date	Comment
	Police should set up an effective national tasking and co-ordination process for fraud.			
3	<u>Recommendation</u> By 31 October 2021, chief constables should adopt the guidance issued in September 2019 by the National Police Chiefs' Council Coordinator for Economic Crime that was aimed at improving the information given to victims when reporting fraud	AMBER	October 2021	This is a new report recently published that is currently being considered by the force.

## State of Policing: The Annual Assessment of Policing in England and Wales 2020

Published 21<sup>st</sup> July 2021.

There are no actions for the force.

## A joint thematic inspection of the police and Crown Prosecution Service's response to rape

A national joint thematic HMICFRS and HMCPSi

Published 16<sup>th</sup> July 2021.

There are 7 actions for the force to consider, 1 is complete, 1 closed and 5 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><u>Recommendation</u> Immediately, police forces should ensure information on the protected characteristics of rape victims is accurately and consistently recorded.</p>	<b>CLOSED</b>	August 2021	<p>This action is linked to recommendation 5 Crime Data Integrity inspection 2019 below.</p> <p>There are operational concerns that the process of collecting equality data may alienate victims reporting their crimes.</p> <p>A decision and the following actions implemented:</p> <ul style="list-style-type: none"> <li>• Continue to record ethnicity, age and gender for victims of crime (we currently capture these well as part of crime recording).</li> <li>• Record religion and sexuality if directly related to the crime type (ie aggravated/motivated hate crime).</li> <li>• Improve the recording of disability data.</li> </ul>
2	<p><u>Recommendation</u> Police forces and support services should work together at a local level to better understand each other's roles. A co-ordinated approach will help make sure that all available and bespoke wrap-around support is offered to the victim throughout every stage of the case. The input of victims and their experiences should play a central role in shaping the support offered.</p>	<b>NEW GREEN</b>	August 2021	<p>COLP work closely with support agencies (statutory and third sector) through the VAWG forum and are aware of roles and support on offer. COLP commission the Vulnerable Victim Advocate who is a trained ISVA to support rape victims and signpost to other bespoke services where needed.</p>
3	<p><u>Recommendation</u> Police forces should collect data to record the different stages when, and reasons why, a victim may withdraw support for a case. The Home Office should review the available outcome codes so that the data gathered can help target necessary remedial action and improve victim care</p>	<b>AMBER</b>	December 2021 for review	<p>Reasons why rape victims fail to support is recorded on Niche OEL and via outcome codes. Procedure for recording victims wishes on statement/other police records or Body Worn Video where able is within the force SOP.</p> <p>This will need to be considered as part of Force Crime and incident Registrar audit, as yet not timetabled.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<p><u>Recommendation</u> Immediately, police forces and CPS Areas should work together at a local level to prioritise action to improve the effectiveness of case strategies and action plans, with rigorous target and review dates and a clear escalation and performance management process. The NPCC lead for adult sexual offences and the CPS lead should provide a national framework to help embed this activity</p>	AMBER	December 2021 for review	<p>Local CPS Rape and Serious Sexual Offences [RASSO] meetings are being arranged at DI and DSU level.</p> <p>A MOU for Early Advice [CPS/CoLP] has been drafted pending consultation and signoff.</p>
5	<p><u>Recommendation</u> Police forces and the CPS should work together at a local level to introduce appropriate ways to build a cohesive and seamless approach. This should improve relationships, communication and understanding of the roles of each organisation.</p> <p>As a minimum, the following should be included:</p> <ul style="list-style-type: none"> <li>• considering early investigative advice in every case and recording reasons for not seeking it;</li> <li>• the investigator and the reviewing prosecutor including their direct telephone</li> <li>• and email contact details in all written communication;</li> <li>• in cases referred to the CPS, a face-to-face meeting (virtual or in person) between the investigator and prosecutor before deciding to take no further action; and</li> <li>• a clear escalation pathway available to both the police and the CPS in cases where the parties don't agree with decisions, subject to regular reviews to check effectiveness, and local results.</li> </ul>	AMBER	December 2021 for review	<p>This is included in the Early Advice MOU which has been drafted pending consultation and signoff.</p> <p>Public Protection Unit supervisors are to include rationale re Early Advice on reviews. This is to be included in Rape SOP.</p> <p>Next steps:</p> <ul style="list-style-type: none"> <li>• Early advice MOU signoff</li> <li>• Update Rape SOP.</li> </ul>
6	<p><u>Recommendation</u> The police and the CPS, in consultation with commissioned and non-commissioned services and advocates, and victims, should review the current process for communicating to victims the fact that a decision to take no further action has been made. They</p>	AMBER	December 2021	No update at present.

Recommendations & Areas for Improvement	Status	Due Date	Comment
should implement any changes needed so that these difficult messages are conveyed in a timely way that best suits the victims' needs.			
7 <u>Recommendation</u> Police forces should ensure investigators understand that victims are entitled to have police decisions not to charge reviewed under the Victims' Right to Review scheme and should periodically review levels of take-up.	AMBER	December 2021	This is communicated as part of final contact with victim.  Force SOP to be updated to ensure this is recorded on the Niche system.
8 <u>Recommendation</u> The National Criminal Justice Board should review the existing statutory governance arrangements for rape and instigate swift reform, taking into account the findings from this report and from the Government Rape Review. The recent appointment of the Minister for Crime and Policing to lead the implementation of the Rape Review should make sure that there is sustained oversight and accountability throughout the whole criminal justice system, sufficient resourcing for the capacity and capability required, and improved outcomes for victims. To support this, a clear oversight framework, escalation processes and scrutiny need to be in place immediately.	WHITE	No date set by HMICFRS	This action is for the National Criminal Justice Board
9 <u>Recommendation</u> Immediately, the CPS should review and update the information on the policy for prosecuting cases of rape that is available to the public. The information provided about how the CPS deals with cases of rape must be accurate. Victims and those who support them must be able to rely on the information provided to inform their decisions.	WHITE	No date set by HMICFRS	This action is for the CPS
10 <u>Recommendation</u> Immediately, the College of Policing and the NPCC lead for adult sexual offences should review the 2010 ACPO guidance on the investigation of rape in consultation with the CPS. The information contained in available guidance must be current to	WHITE	No date set by HMICFRS	This action is for the College of Policing and NPCC lead for adult sexual offences

Recommendations & Areas for Improvement	Status	Due Date	Comment
inform effective investigations of rape and provide the best service to victims.			
<p>11</p> <p><u>Recommendation</u> The Home Office should undertake an urgent review of the role of the detective constable. This should identify appropriate incentives, career progression and support for police officer and police staff investigators to encourage this career path. It should include specific recommendations to ensure there is adequate capacity and capability in every force to investigate rape cases thoroughly and effectively.</p>	<p><b>WHITE</b></p>	<p>No date set by HMICFRS</p>	<p>This action is for the Home Office</p>
<p>12</p> <p><u>Recommendation</u> The College of Policing and NPCC lead for adult sexual offences should work together to review the current training on rape, including the Specialist Sexual Assault Investigators Development Programme (SSAIDP), to make sure that there is appropriate training available to build capability and expertise. This should promote continuous professional development and provide investigators with the right skills and knowledge to deal with reports of rape. Forces should then publish annual SSAIDP attendance figures, and information on their numbers of current qualified RASSO investigators.</p>	<p><b>WHITE</b></p>	<p>No date set by HMICFRS</p>	<p>This action is for the College of Policing and NPCC lead for adult sexual offences</p>
<p>13</p> <p><u>Recommendation</u> The College of Policing, NPCC lead for adult sexual offences and the CPS should prioritise action to provide joint training for the police and the CPS on the impact of trauma on victims, to promote improved decision-making and victim care</p>	<p><b>WHITE</b></p>	<p>No date set by HMICFRS</p>	<p>This action is for the College of Policing and NPCC lead for adult sexual offences</p>

# Interim report Inspection into how effectively the police engage with women and girls

A national thematic HMICFRS report

Published 7<sup>th</sup> July 2021.

This report makes a number of recommendations which include are sub divided into short, medium and other expectations/actions – these are replicated in full for completeness

There are 3 recommendations but these are either not for the force or replicate an action already progressed within the Crime Data Integrity inspection 2019 [Rec 5] action plan below.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p><u>Recommendation</u> There should be an immediate and unequivocal commitment that the response to VAWG offences is an absolute priority for government, policing, the criminal justice system, and public-sector partnerships. This needs to be supported at a minimum by a relentless focus on these crimes; mandated responsibilities; and sufficient funding so that all partner agencies can work effectively as part of a whole-system approach to reduce and prevent the harms these offences are causing.</p> <p><u>Short-term</u></p> <ul style="list-style-type: none"> <li>• The Home Office should add the policing of VAWG to the SPR. This will give a clear signal that the government sees VAWG as a priority and that sufficient capabilities are in place to tackle it. It would also help chief constables and police and crime commissioners (PCCs) to balance national and local priorities.</li> <li>• The Home Office should make sure that VAWG is a priority for the ministerially chaired crime and policing performance board. It should introduce a new Home Secretary-led board to provide clear governance for the VAWG strategy and for the urgent improvements needed.</li> </ul>	<p><b>WHITE</b></p>	<p>Not set by HMICFRS</p>	<p>This action is for the Home Office, other Government departments, NPCC, College of Policing and the Home Secretary</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><u>Medium Term</u></p> <ul style="list-style-type: none"> <li>• The Home Office and other government departments should consider proposing a statutory duty on all appropriate partner agencies to collectively take action to prevent the harm caused by VAWG.</li> <li>• In doing this, consideration should be given to whether this could be included in any existing duties and how those for safeguarding children will interact and complement the changes.</li> <li>• The Home Office should agree with other government departments the measures and actions that each partner agency needs to implement both at a national and local level to encourage joint responsibility in tackling VAWG. This may need a new statutory framework.</li> <li>• The National Police Chiefs' Council (NPCC) and the Home Office should jointly appoint a full-time national policing coordinator to lead on all police activity related to VAWG. The lead should act as a point of contact for each police force, work closely with the College of Policing to make sure best practice is identified and communicated, ensure progress is monitored, act as the 'voice of policing' at cross-sector national discussions, and regularly report to the Home Secretary.</li> <li>• The Home Office and other government departments should agree sustained, multi-year funding to support collaboration between agencies, where they have joint responsibilities.</li> <li>• The College of Policing and the NPCC should establish mechanisms and processes to allow rapid and consistent sharing of evidence, information and evaluation on new and effective ways of working in response to VAWG offences, and methods that improve VAWG investigation. This should include input from partner agencies and assess specific actions or skills which could</li> </ul>			

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>be used to develop a minimum standard for VAWG crimes, to improve the consistency and quality of outcomes for victims.</p> <ul style="list-style-type: none"> <li>• If this minimum standard is established (and depending on whether and how other agencies need to act), the Home Secretary should consider whether it is appropriate to use her power under section 53A of the Police Act 1996 to require police forces to adopt the procedures and practices it sets out.</li> <li>• As per the recommendation in the government’s 2021 report ‘The end-to-end rape review report on findings and actions’, the Home Office should implement a ‘score card’ for measuring improvements in performance in the criminal justice system for all crimes that disproportionately affect women and girls. This should be developed with input from victim representatives.</li> </ul>			
<p><u>Recommendation</u> The relentless pursuit and disruption of adult perpetrators should be a national priority for the police, and their capability and capacity to do this should be enhanced.</p> <ul style="list-style-type: none"> <li>• The Home Office and the NPCC should review police capability and capacity to relentlessly pursue and disrupt the perpetrators of VAWG offences and enhance these, as necessary.</li> <li>• The NPCC and the Home Office should review whether the ‘4Ps’ approach used for counter-terrorism and serious and organised crime should be adopted for policing VAWG.</li> <li>• The Home Office should carry out an urgent review of the role of the detective constable. This should establish appropriate incentives, progression and support for both officer and staff investigators to encourage this career path. It should include specific recommendations to make sure there is adequate capacity and capability in every force to thoroughly and effectively investigate VAWG offences.</li> </ul>	<p><b>WHITE</b></p>	<p>Not set by HMICFRS</p>	<p>This action is for the Home Office, NPCC and Ministry of Justice</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> <li>The Home Office, together with the Ministry of Justice, should improve the evidence it has about perpetrators. This includes considering how to consistently evaluate the effectiveness of perpetrator programmes and use models to plot a perpetrator's progress through the system more effectively.</li> </ul>			
<p>3</p> <p><u>Recommendation</u> Structures and funding should be put in place to make sure victims receive tailored and consistent support.</p> <ul style="list-style-type: none"> <li>[1]The Home Office and other government departments should provide funding so that an independent advisor/advocate is available to support victims of domestic abuse and sexual violence as they go through the criminal justice system (and should consider this for victims of other crimes that disproportionately affect women). This support should be designed in consultation with the victim and should continue after a perpetrator is released from prison.</li> <li>[2]All police forces should ensure information on the protected characteristics of victims is accurately and consistently recorded.</li> <li>[3]The Home Office and the NPCC should introduce a single national survey to measure victim satisfaction. This should allow for both local and national quality assurance, as well as the identification of any emerging issues, risks or variables that need further action to resolve. Police forces and partner agencies should have clear responsibilities in supporting victims through every stage of the case. The victim's voice should play a central role in shaping this, and their individual needs should be understood and addressed throughout.</li> </ul>	<p>WHITE</p>	<p>Not set by HMICFRS</p>	<p>This bullets 1 and 3 are for the Home Office, other government departments and the NPCC</p> <p>With regard to bullet 2 – this replicates an existing recommendation within the Crime Data Integrity inspection 2019 [rec 5] action plan below.</p>

## Review of policing domestic abuse during the pandemic

A national thematic HMICFRS report

Published 23<sup>rd</sup> June 2021.

There are 3 recommendations for the force, 2 are complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><u>Recommendation</u></p> <ul style="list-style-type: none"> <li>We recommend that if forces continue to adopt online contact methods in respect of victims of domestic abuse, they should immediately introduce an effective supervision and monitoring framework. The framework should assess the suitability of such contact methods, ensuring that victim needs are at the forefront of decisions around their use and appropriate onward action is taken in all cases.</li> <li>We recommend that forces <b>immediately</b> review their use of a telephone-based initial response to any domestic abuse incidents and crimes and ensure that it is in accordance with the strict parameters set out by the College of Policing.</li> </ul>	NEW GREEN	July 2021	<p>COLP do not utilise telephone contacts as the initial response to domestic abuse and do not intend to do so moving forward. This was not done during the pandemic.</p> <p>COLP has no plans to adopt online contact methods for victims of domestic abuse. Due to our low level of resident victims, this was considered for current victims but risk assessed in each case.</p>
2	<p><u>Recommendation</u></p> <p>We recommend that forces immediately review their capacity to provide ongoing support and safeguarding to victims of domestic abuse whose case is awaiting trial at court. This should:</p> <ul style="list-style-type: none"> <li>ensure there are sufficient resources available to maintain contact with victims to keep them up to date with the progress of their case; and</li> </ul>	NEW GREEN	July 2021	<p>All domestic abuse cases are investigated by the Public Protection Unit who maintain the case from report to court. There are no capacity issues in relation to continuing to provide support to those victims awaiting trial and keeping them updated. PPU will ensure cases awaiting trial are kept 'open' on Niche to ensure they required the monthly VCOP update.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> <li>enable the offer of access to specialist support services as well as opportunities to address concerns victims may have regarding continuing to support a prosecution through the delays.</li> </ul>			<p>Additionally all victims are offered the specialist support through the Vulnerable Victim Advocate (IDVA) who will support from report to court. This offer can be taken up at any point in the investigation.</p>
<p>3</p> <p><u>Recommendation</u> We recommend that all forces immediately review their use of outcome 15, outcome 16 and evidence-led prosecutions. This is to ensure that:</p> <ul style="list-style-type: none"> <li>domestic abuse investigations guarantee all attempts to engage victims are explored, and that all possible lines of evidence are considered so that in all cases the best possible outcomes for victims are achieved;</li> <li>there is regular and effective supervision of investigations that supports the above point to be achieved; and</li> <li>the use of outcomes 15 and 16 is appropriate, and the reasons for using them, including auditable evidence of victim engagement, are clearly recorded.</li> </ul>	RED	<p>August 2021</p> <p>Now December 2021</p>	<p>An audit of outcome 16 cases has been undertaken finding entries on investigation strategy by the PPU are clear regarding the direction of the investigation and supervision. The report did find some learning and these are to be taken forward.</p> <p>This is part of a rolling programme of dip sampling which already covers whether victim engages, how this is recorded and opportunities for evidence-led prosecutions.</p> <p>SOP states that all Domestic Abuse cases should be considered for evidence-led prosecutions and PPU supervisors should explicitly reference opportunities in their reviews. This includes reference to victim engagement (or lack of)</p> <p>Any Domestic Abuse closed under either outcome is passed through the DI PPU prior to closure to ensure all lines of enquiry have been pursued. This is clearly referenced in the DA SOP.</p> <p>COLP continue to seek the retraction template to ascertain if this is something that could be introduced in the COL – this template is proving difficult to obtain.</p> <p>As above DI reviews all cases closed under this outcome code to ensure suitability .</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			Next steps: The deadline is extended to try and obtain the retraction template.

## The Hidden Victims - Report on Hestia's super-complaint on the police response to victims of modern slavery

A joint investigation report HMICFRS, College of Policing and IPOC  
Published 26<sup>th</sup> May 2021

There are 3 actions for the force, these are currently in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
1 <u>Recommendation</u>  <u>To the Home Office</u> a. In consultation with chief constables, the Independent Anti-Slavery Commissioner, Victims Commissioners, the Crown Prosecution Service, voluntary agencies that provide support to victims, and others as appropriate, commission work to:  i) better understand the victim experience of the police response to modern slavery and the wider response from immigration and other law enforcement agencies; and	<b>WHITE</b>	No date set by HMICFRS	This action is for the Home Office

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>ii) assess the extent and nature of poor victim experiences (from first contact with the police, through to investigation and prosecution stages where these occur) to understand and identify how they can be improved.</p> <p>b. The work commissioned should seek to result in recommendations for specific actions that will further improve victims' experiences. The Home Office should publish the findings of this work.</p>			
<p>2</p> <p><u>Recommendation</u></p> <p><u>To chief constables</u></p> <p>Assure themselves that police officers and staff (including non-specialist staff, as appropriate) are supported through access to learning, specialist policing resources and victim support arrangements, so that officers and staff are able to:</p> <p>a) easily access information and advice on modern slavery and human trafficking through their force systems;</p> <p>b) identify possible victims of modern slavery;</p> <p>c) recognise that victims of modern slavery should not be treated as criminals in situations where they have been forced to commit an offence by their exploiters;</p> <p>d) know how to take immediate steps to make victims feel safe (including facilitating access to a place of safety, if necessary);</p>	<p>AMBER</p>	<p>October 2021</p> <p>Now November 2021</p>	<p>a) easily access information and advice on modern slavery and human trafficking through their force systems</p> <p>The force SOP is reviewed and updated regularly to ensure it provides up to date information and links to advice.</p> <p>The modern slavery intranet page contains up to date guidance for officers including front line officers and investigators.</p> <p>All front-line staff have been issued with a modern slavery initial actions pocket guide.</p> <p>Modern Slavery SPOCs across the force are trained to provide advice to staff encountering and investigating modern slavery.</p> <p>Trained Modern Slavery Victim Liaison Officers are embedded in front line response teams and investigative departments.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>e) understand how to advise victims what support is available them;</p> <p>f) understand the National Referral Mechanism and duty to notify requirement, and know how to make good-quality referrals; and</p> <p>g) ensure that the statutory defence (provided by section 45 of the Modern Slavery Act 2015) for victims of slavery and exploitation who are compelled or coerced into committing offences by their exploiters is considered in all cases to protect victims from prosecution.</p>			<p>A 2-day modern slavery investigator course is being developed in conjunction with L&amp;OD which will be delivered to all detectives / investigators.</p> <p>Modern Slavery will be included in the next round of vulnerability training for front line officers.</p> <p>- Dedicated exploitation sergeant within PPU will be contact point for advice relating to Modern Slavery</p> <hr/> <p>b) identify possible victims of modern slavery</p> <p>Training and CPD has been provided to front line officers to ensure they spot the signs of modern slavery.</p> <p>Modern slavery SPOCs are embedded across frontline staff and investigators.</p> <p>All crimes across the force are reviewed by the force resolution centre and then again in the Daily Crime Meeting chaired by Head of CID (MSHT lead) and attended by PPU (MSHT lead department). Any concerns are flagged in these meetings.</p> <p>Key word searches on force systems are also conducted by the intel SPOC and the Force Crime registrar to ensure potential victims have not been missed.</p> <p>Any learning to fed back to SPOCs in MSHT SPOC meetings to disseminate to their teams.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p data-bbox="1464 276 2136 499">Operation Sun was launched after missed opportunities to identify potential victims of criminal exploitation. This resulted in further training inputs to frontline officers, custody and investigators. An action plan is available should there be a resurgence of the pattern seen pre-Covid.</p> <p data-bbox="1464 539 2123 643">CoLP are providing training to Corporation staff as part of Anti-Slavery day in October 2021 to ensure partners are identifying potential modern slavery victims.</p> <p data-bbox="1464 683 2092 786">2 CoLP modern slavery SPOCs are attending a train the trainer course allowing them to give inputs to partners and businesses within the City of London.</p> <hr/> <p data-bbox="1464 834 2119 938">c) recognise that victims of modern slavery should not be treated as criminals in situations where they have been forced to commit an offence by their exploiters</p> <p data-bbox="1464 978 2083 1082">This has been included as part of training inputs and formed part of the Operation Sun guidance to officers (Romanian juveniles).</p> <p data-bbox="1464 1121 2114 1225">Recently highlighted when 2 Vietnamese males inside a cannabis farm were released without charge enabling them to provide evidence against potential perpetrators.</p> <p data-bbox="1464 1265 2123 1369">Since Covid there have been limited incidents of criminal exploitation within the city due to a fall in crime rates and reduced footfall. This will need to be reviewed once the</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p data-bbox="1464 276 2107 344">associated crime types return to establish if the training has had an impact.</p> <p data-bbox="1464 384 2136 491">d) know how to take immediate steps to make victims feel safe (including facilitating access to a place of safety, if necessary)</p> <p data-bbox="1464 528 2136 555">This is included in part of modern slavery training and CPD.</p> <p data-bbox="1464 595 2101 738">Through Project Enterprise (Pan-London working) there are partnerships and experience which would allow the quick deployment and implementation of a reception centre.</p> <p data-bbox="1464 778 2051 927">CoLP have not yet had to use a reception centre for modern slavery but had one on standby during the previous Operation Aidant which was proactive intensification concentrating on child trafficking.</p> <p data-bbox="1464 967 2136 1110">On previous occasions potential child victims of exploitation have been taken to a place of safety after being put into police protection and were housed by social services.</p> <p data-bbox="1464 1150 2107 1257">On previous occasions potential adult victims of modern slavery has been taken to a place of safety before being housed through the NRM/Salvation Army.</p> <p data-bbox="1464 1297 2136 1361">Dedicated Exploitation Sergeant post created in PPU under Transform will be point of contact to ensure appropriate</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>support services offered to victims/potential victims and will review all referrals.</p> <p>e) understand how to advise victims what support is available them</p> <p>Guidance has been provided to officers during training and is available on the intranet.</p> <p>16 officers across CoLP have attended a 2-day college of policing Modern Slavery Victim Liaison Officer training course and a CoLP Victim Liaison Officer[VLO] logbook has been created which includes relevant information for the VLO's. They are able to provide initial support to victims and advise colleagues of support available.</p> <p>CoLP have access to Victim Navigators through Project Enterprise, who would support the victim throughout the whole process.</p> <p>CoLP work with a number of charities who provide advice and support to victims. Charities such as Tamar are often utilised during proactive operations such as visits to sex workers.</p> <p>Dedicated Exploitation Sergeant post created in PPU under Transform will be point of contact to ensure appropriate support services offered to victims/potential victims and will review all referrals.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p data-bbox="1464 276 2085 347">Vulnerable Victim Coordinator available to assist with signposting to appropriate support.</p> <p data-bbox="1464 384 2114 491">f) understand the National Referral Mechanism and duty to notify requirement, and know how to make good-quality referrals</p> <p data-bbox="1464 528 2063 600">Training and CPD in this area have been provided to students, frontline officers and investigators.</p> <p data-bbox="1464 636 2101 708">Advice is found in the SOP, on the intranet and through modern slavery SPOCs.</p> <p data-bbox="1464 745 2114 968">NRM referrals and detentions are regularly reviewed by the MSHT lead, PPU and during SPOC meetings, with feedback provided. Reviews of NRM referrals shows that training has improved the quality of submissions and the associated admin. This has recently been highlighted by the force registrar.</p> <p data-bbox="1464 1005 2136 1157">Dedicated Exploitation Sergeant post created in PPU under Transform will be point of contact and will be reviewing and monitoring all NRM referrals and detentions to ensure high standard manage onward processing.</p> <p data-bbox="1464 1193 2114 1300">g) ensure that the statutory defence (provided by section 45 of the Modern Slavery Act 2015) for victims of slavery and exploitation who are compelled or coerced into</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>committing offences by their exploiters is considered in all cases to protect victims from prosecution.</p> <p>Training and CPD in this area have been provided to students, frontline officers and investigators. This included a dedicated Section 45 training session.</p> <p>Advice is found in the SOP, on the intranet and through modern slavery SPOCs.</p> <p>Although officers are aware of Section 45 and it is regularly considered for certain crime types, further work is required to ensure this statutory defence is considered in ALL criminal investigations and addressed in interviews. Although there have been limited cases in CoLP the national picture shows a clear pattern of Section 45 being used as a last-minute defence.</p>
<p>3</p> <p><u>Recommendation</u></p> <p><u>To chief constables</u></p> <p>Assure themselves that their resources are being deployed to enable effective investigation of modern slavery offences (which may, for example, involve taking account of high levels of vulnerability and organised crime group involvement). They should assure themselves that their crime allocation processes direct investigations to the most appropriately skilled individuals and teams.</p>	<p>AMBER</p>	<p>October 2021</p> <p>Now November 2021</p>	<p>Under the new Transform TOM, an updated acceptance criteria and investigative ownership SOP is being designed to ensure effective management of risk and investigation of OCGs, this will be in line with current TTCG process for effective mobilisation of resources</p> <p>Operation Aidant is a good opportunity to target modern slavery within the city whilst working with Pan-London resources, NCA and other partner agencies. These are proactive intensification weeks targeting specific areas of modern slavery which occur every few months. For these operations to be successful within the city it requires the buy in of departments across the force.</p>

	Recommendations & Areas for Improvement	Status	Due Date	Comment
4	<p><u>Recommendation</u></p> <p><u>To chief constables, and police and crime commissioners</u></p> <p>Work together to understand the support needs of victims of modern slavery crimes. They should provide appropriate support within their respective remits to augment the national provision so that victims feel safe and empowered to remain involved in any investigations. This should focus on what support should be available before and after National Referral Mechanism (NRM) referral as well as alternative provision available for those declining NRM referral.</p>	AMBER	<p>October 2021</p> <p>Now</p> <p>November 2021</p>	<p>Modern Slavery leads attend national CPD, regular Pan-London practitioner meetings (Project Enterprise) and sit on the City of London Corporation working group ensuring up to date guidance is shared to SPOCs and the wider force.</p> <p>Guidance has been provided to officers during training and is available on the intranet.</p> <p>16 officers across CoLP have attended a 2-day college of policing Modern Slavery Victim Liaison Officer training course and a CoLP Victim Liaison Officer logbook has been created which includes relevant information for the VLO's. They are able to provide initial support to victims and advise colleagues of support available.</p> <p>CoLP have access to Victim Navigators through Project Enterprise, who would support the victim throughout the whole process.</p> <p>CoLP work with a number of charities who provide advice and support to victims. Charities such as Tamar are often utilised during proactive operations such as visits to sex workers.</p> <p>Vulnerable Victim Advocate can signpost victims to most appropriate support agencies.</p> <p>PPU officers work closely with partners to ensure multiagency approach to safeguarding and support.</p>
5	<p><u>Recommendation</u></p> <p><u>To the Home Office</u></p>	WHITE		This action is for the Home Office

Recommendations & Areas for Improvement	Status	Due Date	Comment
Assure themselves that the support mechanisms provided by bodies under government funding are consistently making available high-quality provision for victims of modern slavery.			
<p>6</p> <p><u>Recommendation</u></p> <p><u>Monitoring of recommendations</u></p> <p>a) Home Office to provide a report to Her Majesty’s Chief Inspector of Constabulary on progress in implementing its recommendations within six months of the date of publication of this report.</p> <p>b) National Police Chiefs’ Council to collate Chief Constables’ progress in reviewing and where applicable implementing their recommendations and report these to Her Majesty’s Chief Inspector of Constabulary within six months of the date of publication of this report.</p> <p>c) Association of Police and Crime Commissioners to collate Police and Crime Commissioners’ progress in reviewing and where applicable implementing their recommendations and report these to Her Majesty’s Chief Inspector of Constabulary within six months of the date of publication of this report</p>	<p><b>WHITE</b></p>		<p>These actions are for HMICFRS, NPCC and APCC. However the force should note that force level progress will be reviewed by the NPCC for onward reporting.</p>

## The police response to the coronavirus pandemic during 2020

A national report HMICFRS

Published 20<sup>th</sup> April 2021

There are 5 actions for the force, 4 are complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><u>Recommendation</u> Managing registered sex offenders Forces must immediately make sure that officers understand and correctly implement the guidance for managing registered sex offenders during the pandemic.</p>	NEW GREEN	July 2021	<p>The context of the recommendation and the City position is set out below.</p> <p>HMICFRS found that forces interpreted national guidance in different ways. During lockdowns some forces stopped visiting low and medium risk offenders in favour of telephone/virtual online visits.</p> <p>HMICFRS concerns is that these mitigations remain in place when lockdown restrictions were lifted. This was not the case for the City – face to face visits were maintained putting in place appropriate safety mitigations.</p> <p>HMICFRS also found the police extending their remit to undertake visits and ARMS assessments the should have been completed by Probation Officers. CoLP did not complete any ARMs assessments for the probation service.</p>
2	<p><u>Recommendation</u> Legislation and guidance Forces must immediately make sure they can manage their responses to changes in coronavirus-related legislation. They must ensure frontline officers and staff are clear about the difference between legislation and guidance.</p>	NEW GREEN	July 2021	<p>The force utilised a ‘rolling log’ on the intranet ensuring new information is released timely.</p> <p>Officers have been briefed specifically on the 4E approach and there was a generally good understanding of the core components of the legislation.</p> <p>City Silver does not recall any instances of powers being used to enforce guidance – officers typically utilised the first 3Es to resolve incidents.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>The force has moved to Step 2 of the roadmap -enforcement has diminished to almost nothing with no fines/use of powers issued/recorded in the week ending Monday 7 June.</p> <p>All of the NPCC guidance has been distributed regularly across the teams ensuring the most up to date information and guidance was/is available.</p> <p>To date, City Silver has not been made aware of any process issues in relation to enforcement which is an indication of sound application thus far.</p>
<p>3</p> <p><u>Recommendation</u> Test, track and trace Forces must immediately put in place a policy to make sure that they follow the guidance and self-isolation directions when members of the workforce come into contact with someone with coronavirus symptoms.</p>	<p>NEW GREEN</p>	<p>July 2021</p>	<p>The force has an intranet based rolling log which includes advice and guidance including signposting to Public Health England guidance.</p> <p>The rolling log has a frequently asked questions section and includes:</p> <ul style="list-style-type: none"> <li>• How absences must be reported</li> <li>• What Line managers must do</li> <li>• How HR will monitor and liaise with Emergency Planning to instigate testing.</li> </ul> <p>Emergency Planning who lead on all contact tracing and from lockdown 1 to the point TAMAR Sx stood down they provided an internal contact-tracing service for any officer/member of staff who became symptomatic or receives a positive test.</p> <p>City Silver is not aware of any instances where the force directed staff not to self-isolate based on a notification from the NHS, either from the T&amp;T service or the App. The force went further and put in</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>place our own isolation requirements (essentially keeping people out of the workplace) for anyone working in a critical function who might be a close contact prior to a test result coming back [management protection].</p> <p>COVID Sx was involved in the decision making for most if not all uses of management protection and a cautious approach was taken – preferring the short term abstraction to an outbreak in key teams</p> <p>Emergency Planning provide a ‘COVID Tac Advisor’ on an on-call, 7 day per week basis from lockdown 2 onwards, only standing down 2 weeks after the TAMAR Sx had stood down to ensure consistency of advice and support consistency of decision making.</p>
4	<p><u>Recommendation</u> Custody records Forces must immediately make sure that they clearly and consistently record on custody records information about how/when/if detainees are informed of the temporary changes to how they can exercise their rights to legal advice and representation. The record must make clear how any consents are obtained about the way in which legal advice and representation are provided.</p>	NEW GREEN	August 2021	<p>Guidance has been issued on informed consent – this is the method by which if a solicitor does not attend the police station to provide face to face advice for an interview then this must be agreed by the detainee and the detainee must sign to show that they understand and consent to this process, Custody Manager is capturing data which shows that informed consent is being recorded; there have been instances where officers have not recorded this information and all officers have been contacted and provided feedback.</p>
5	<p><u>Recommendation</u> Overall scale and impact of changes Within six months, forces must assess the sustainability of any temporary measures introduced during the pandemic that change the way they work. They must understand positive, negative and unintended consequences of the scale and impact of the changes</p>	AMBER	October 2021	<p>This is currently being considered.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
before determining if any of these new ways of working should continue.			

## Custody services in a COVID-19 environment

A national report HMICFRS

Published 20<sup>th</sup> April 2021

There are 2 actions [1 suggested], both are completed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p><u>HMICFRS 'Suggested Action'</u> Forces should collect enough of the right information at the right level and detail about the continuing effects of the pandemic (costs, new/additional demand, absence, annual leave, custody and detainees etc) so they can resource their work appropriately.</p>	NEW GREEN	July 2021	All aspects of custody and monitored by Custody Management Group which considers a number of performance measures to ensure the appropriate running of custody.
<p>2</p> <p><u>Recommendation</u> To help clarify the custody information that forces collect and use, we recommend that forces:  <ul style="list-style-type: none"> <li>• [a]track the numbers of detainees with, or suspected of having, COVID-19;</li> <li>• [b]record and monitor the length of time detainees remain in police custody, and any additional detention times due to waits for virtual remand hearings;</li> </ul> </p>	NEW GREEN	September 2021 for bullet [a]	<p>Supporting evidence against the respective bullet a to d are shown below:</p> <p>Bullet [a] The Custody Manager has introduced a process for collecting this information - data will be available from 1st August 2021. This information will be included in the next update report to Custody Management Group.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> <li>• [c]record and monitor the way in which detainees receive their legal rights, and how many receive them by virtual means rather than a solicitor attending in person; and</li> <li>• [d]record the use of bail and released under investigation, and assess any increases in pre-charge bail.</li> </ul>			<p>Bullet [b]</p> <p>Monthly performance reporting (produced by PIU) monitors overall detention time spent in Custody and date / hours of arrival as BAU. As part of this data capture the recording system captures how long a detained person has been in Custody pre and post charge.</p> <p>Data is available which shows when a detained person is charged and when they leave Custody.</p> <p><u>Virtual Remand Hearings [VRH]</u> Data spreadsheet maintained within Custody Management which identified and allowed for monitoring of additional costs and extended time periods of detention.</p> <p>VRHs were used in force during the period 05/05/20 and 02/12/20. Of the 113 detained persons remanded during this period, 80 detained persons were subject to a VRH with remaining 33 taken directly to court.</p> <p>The average extra time spent in Custody as a result was 7 hours ranging from a minimum of 0.18 of an hour to a maximum of over an additional 24 hours.</p> <p>VRH are currently not being used in force.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p data-bbox="1485 276 1592 304">Bullet [c]</p> <p data-bbox="1485 344 2119 708">Guidance has been issued on informed consent – this is the method by which if a solicitor does not attend the police station to provide face to face advice for an interview then this must be agreed by the detainee and the detainee must sign to show that they understand and consent to this process, Custody Manager is capturing data which shows that informed consent is being recorded; there have been instances where officers have not recorded this information and all officers have been contacted and provided feedback.</p> <p data-bbox="1485 804 2119 911">Bullet [d] This recommendation is linked to recommendation 8 of the HMICFRS: striking a balance report.</p> <p data-bbox="1485 951 2119 1331">The use of bail and released under investigation is monitored at the Offender Management group, including trends. Niche reports are produced fortnightly and distributed. The Domestic abuse SOP clearly states the starting position bail, any discussion to RUI must be fully justified. PPU report that if the suspected is not charge straight away the vast majority are bailed with conditions. The Crime Scrutiny Group includes Domestic Abuse within their scheduled audit – bail conditions and RUI are examined.</p>

## Getting the balance right?

### An inspection of how effectively the police deal with protests

A national report HMICFRS

Published 11<sup>th</sup> March 2021

There are 5 actions for the force, 2 complete and 3 in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p><u>Area for improvement</u> Forces should improve the quality of the protest-related intelligence they provide to the National Police Coordination Centre's Strategic Intelligence and Briefing team. And this team should ensure that its intelligence collection process is fit for purpose.</p>	<p>AMBER pending Transform changes</p>	<p>Dec 2021 pending Transform changes embedded</p>	<p>Force Intelligence Bureau [FIB] currently do the NPoCC returns and the Force complies with the NPoCC SIB requests. These were completed by the researcher within FIB.</p> <p>CoLP link with Met and assure intel is exchanged.</p> <p>There is a national bi-weekly meeting that would allow a national picture being reviewed and assessed.</p> <p>It would be an assessment that we take more than we give in relation to an intelligence exchange.</p> <p>Under Transform the intelligence function will be taking all protest work excluding Extreme Right Wing as that will remain within the Special Branch arena. FIB will no longer exist. This will bring it in line with SIB [National]. As FIB will no longer exist</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>under Transform it will fall to the Intel Development Officers (IDO) under DCI Head of Intelligence Development.</p> <p>Post 28th June 2021 and implementation of Transform model there is currently no individual to act as the IDO for protest but there is supporting analytical staff. This has been discussed at the Intel Transform meetings but still requires direction from SLTs or Project Board.</p>
4	<p><u>Area for improvement</u> On a national, regional and local basis, the police should develop a stronger rationale for determining the number of commanders, specialist officers and staff needed to police protests.</p>	NEW GREEN	August 2021	<p>Detailed methodology is reflected in the Force Public Order STRA [POSTRA] and FMS STRA for Local Policing/Community Policing Task force.</p> <p>POSTRA – March 2021 – details establishment for Public Order Commanders (5 Gold, 6 Silver and 13 bronze).</p> <p>Force Management Statement for 2021 – to include not only numbers of specialist officers available but rationale for numbers determined as required (from above).</p> <p>Consideration is covered extensively in both force PO STRA and FMS STRA for Local Policing/Community Policing Task force &amp; Contact.</p>
7	<p><u>Recommendation</u> By 31 December 2021, chief constables should make sure that their legal services teams subscribe to the College of Policing Knowledge Hub’s Association of Police Lawyers group.</p>	AMBER	December 2021	<p>CoL City Sols Department currently considered the force’s Legal Services Team. However, it is yet to be ascertained if they would</p>

	Recommendations & Areas for Improvement	Status	Due Date	Comment
				<p>be able to access CoP Policing Knowledge Hub from CoL accounts.</p> <p>The use of legal services provided by City Sols is under consideration and there is a plan being developed to bring the Force Solicitor post back in house. If this transpires this position should become member of recommendation's Group.</p>
9	<p><u>Recommendation</u> By 31 December 2021, chief constables should ensure that their forces have sufficiently robust governance arrangements in place to secure consistent, effective debrief processes for protest policing. Such arrangements should ensure that:</p> <ul style="list-style-type: none"> <li>• forces give adequate consideration to debriefing all protest-related policing operations;</li> <li>• the extent of any debrief is proportionate to the scale of the operation;</li> <li>• a national post-event learning review form is prepared after every debrief; and</li> <li>• the form is signed off by a gold commander prior to submission to the National Police Coordination Centre.</li> </ul>	AMBER	December 2021	Waiting for input from Emergency Planning and action set at Public Order Working Group to agree criteria for when debrief required and appropriate situations to have them.
12	<p><u>Area for improvement</u> The police's protest-related community impact assessments are an area for improvement, particularly those that need to be completed after the event. These assessments should assist the police to understand fully the impact of protests on communities. They should include assessments of the impact of protest on local residents, visitors to an area, businesses, and the critical infrastructure including transport networks and hospitals.</p>	NEW GREEN	December 2021	The current process has been well received and works with impact questions with the community under Bronze communities and should events occur then statements are obtained under the guidance of Bronze communities.

## Disproportionate use of Police powers

A national report HMICFRS

Published 26<sup>th</sup> February 2021

There are 6 actions for the force, 2 are complete and 4 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment	
				Ref.	Task
1	<p><u>Recommendation</u> By July 2022, forces should ensure that officers and staff have effective communication skills, in line with the National Policing Guidelines on Conflict Management. This should be in addition to existing training on conflict management and de-escalation.</p>	AMBER	July 2022	1.1	<p><u>Task</u> Learning &amp; Development to produce a written report to Stop &amp; Search and Use of Force working group that covers the following:</p> <ul style="list-style-type: none"> <li>[1] Unconscious bias training [officers and staff], what has been done already [numbers trained] and what are future plans [mandatory, TIB approved]</li> <li>[2] Update the force training plan to bullet 1.</li> </ul> <p><u>Current position</u> A report has been produced and will be presented at the next Stop &amp; Search and Use of Force working group. It details the number that have completed the unconscious bias training (now over 1090) since this has been mandated. It also includes a summary of our virtual learning events aimed at raising awareness around different protected characteristics and unconscious bias more generally. Attendance has been good and feedback overwhelmingly positive, leading to a significant increase</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			in mentoring requests and interest in our PALs (Positive Action Leadership Scheme).
			<p>1.2</p> <p><u>Task</u> Paper to S&amp;S and UoF working group – would our officers benefit from additional training similar to that described in the report ‘Humberside’ but tailored for the minority groups we come into contact with.</p> <p><u>Current position</u> A company has been identified who provide community engagement training. The force has agreed to run a pilot course with them and gain detailed feedback, monitoring learning and any behaviour change.</p>
			<p>1.3</p> <p><u>Task</u> Present documented updates to S&amp;S and UoF meetings – status of delivery against the agreed training in 1.1 above. Specifically number to be trained and number trained.</p> <p><u>Current position</u> These to be presented to the next S&amp;S and UoF working group.</p>
			<p>1.4</p> <p><u>Task</u> Written report to S&amp;S &amp; UoF working group– what informal communication training is currently delivered, to who and how often.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment	
					<p>Does it include officers and frontline civilian staff? Is it deem sufficient? Is communication skills included in Personal Safety Trinaing? Does it reference College of Policing guidance? <u>Current position</u> This report is currently pending.</p>
2	<p><u>Recommendation</u> By July 2021, forces should ensure that communication skills are reinforced as part of the programme of continuing professional development for officers and staff, and that supervisors are supported to routinely and frequently debrief officers on these skills using body-worn video footage.</p>	RED	<p>July 2021  Now October 2021</p>	<b>Ref.</b>	<b>Task</b>
				2.1	<p><u>Task</u> A schedule of past and future CPD events for officers and staff to be produced that focuses on or includes 'communication skills'.  <u>Current position</u> L&amp;OD are currently looking at hosting a force-wide virtual event, planning for Sept 2021, which will be open to all and cover the NDM alongside basic communication skills.</p>
				2.2	<p><u>Task</u> Document the regime of body worn video review by supervisors [frequency and how learning is feedback to officers]. Where is this feedback recorded – good or not so good?</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment	
					<p><u>Current position</u> Progress on this recommendation has been delayed by the short-notice retirement of two key officers involved in this work: the tactical leads for Stop/Search and Body Worn Video.</p> <p>The Body Worn Video [BWV] SOP is being completely re-written to provide clearer guidance and direction on supervisor reviews, including for Stop/Searches.</p> <p>In the interim, two measures are being implemented:</p> <ol style="list-style-type: none"> <li>1. Dip sampling of Stop/Search reports and BWV by Strategic &amp; Tactical lead for Stop/Search and Use of Force. Completed and feedback shared with frontline officers, supervisors, and L&amp;OD [COMPLETE].</li> <li>2. Interim guidance being issued to Local Policing supervisors setting out on going requirement for dip sampling of BWV recordings, in lieu for the revised BWV SOP [Will be issued by Fri 20 Aug 21].</li> </ol>
3	<p><u>Recommendation</u> By September 2021, forces should:</p> <ul style="list-style-type: none"> <li>• ensure that officers record on body-worn video (when this is available) the entirety of all stop and search encounters, including traffic stops and use of force incidents;</li> <li>• have a structured process for regularly reviewing and monitoring internally a sufficient sample of body-worn video footage to identify and disseminate learning and hold</li> </ul>	AMBER	September 2021	<b>Ref.</b>	<b>Task</b>
				3.1	<p>Task To consider updating Body worn video [BWV], stop &amp; search and Use of Force SOP to reflect mandatory use [when BWV is available].</p> <p><u>Current position</u></p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>officers to account when behaviour falls below acceptable standards; and</p> <ul style="list-style-type: none"> <li>provide external scrutiny panel members with access to samples of body-worn video footage showing stop and search encounters and use of force incidents, taking account of the safeguards in the College of Policing's Authorised Professional Practice.</li> </ul>			<p>This has been considered at the Stop/Search and Use of Force Working Group (May and Aug 21).</p> <p>The Working Group did <u>not</u> support mandating general BWV recording for a wide range of interactions: this would not be consistent with the legal framework for BWV and raises concerned about breaching individual Article 8 rights together with the proportionality of collecting mass amounts of video footage of otherwise law-abiding members of the community.</p> <p>There was also a concern that in some circumstances the situation can evolve very quickly, potentially precluding the opportunity to activate the BWV to capture the entire incident and the Working Group was mindful of the need not to set officers up to fail by mandating something which could not always be complied with.</p> <p>However, the Working Group also recognised that BWV has a critical role in demonstrating transparency, supporting police legitimacy and the effective handling of complaints. The Working Group therefore agreed that the BWV SOP re-write should reflect this and <b>“strongly recommend”</b> the use of BWV in all these circumstances whilst leaving it to the individual</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>officer to justify the use (or not) of the system in each situation.</p>
			<p><u>Task</u> Document the regime of body worn video review; this to be considered by S&amp;S and UoF working group for signoff.</p> <p><u>Current position</u> This will be set out in the revised BWV SOP as described above. This will include regular supervisor dip sampling (on the principal of 'little and often') as well as less regular but larger dip sampling by the Tactical and Strategic leads.</p> <p>With immediate effect, all Uses of Force involving Taser will be reviewed in the first instance by the Firearms Training Wing to inform the development and delivery of Taser training. This is in addition to the dip sampling described above.</p>
			<p><u>Task</u> Learning points and instances [not names] of officers being held to account to be reported [in writing] to the S&amp;S and UoF working group.</p> <p>How do we recognise good practise by officers?</p> <p><u>Current position</u> Highlighted by Supervisors and Force leads through scrutiny of S&amp;S UoF Niche reports BWV. Good practice</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>identified and feedback to individual officers and highlighted to IASG members at quarterly meetings.</p> <p>This action requires a new tactical lead be confirmed following the short notice retirement of the previous officer: this is linked with the Insp Posting Process.</p>
				<p>3.4</p> <p><u>Task</u> Document how the external scrutiny group is provided access to samples of body worn video footage [S&amp;S and UoF]. Include frequency and numbers made available.</p> <p>This document to be reviewed by the S&amp;S and UoF working group.</p> <p><u>Current position</u> Advice from Force Solicitors still awaits, but a process has been developed and is ready to launch once legal advice has been received. This action has been delayed by the short notice retirement of the Tactical Lead and the delay in appointing a successor due to the Insp Posting Process.</p>
5	<p><u>Recommendation</u> By July 2021, forces should ensure they have effective internal monitoring processes on the use of force, to help them to identify and understand disproportionate use, explain the reasons and implement any necessary improvement action.</p>	RED	<p>July 2021</p> <p>Now October 2021</p>	<p><u>Task</u> To report [written] to the May 2021 S&amp;S and UoF working group what further inroads can be made to understand the UoF.</p> <p><i>[Does the location of the incident in the MPS area contribute to any disproportionality by way of higher (than 42%) BAME populations].</i></p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p><u>Current position</u> Performance information unit are continuing their research – initial work has examined any disproportionately of City Officer performing stops when operating within and without the City bounds.</p> <p>The deadline is extended noting vacancies with the Performance Information Unit.</p> <p>Stop/Search and Use of Force data is reported quarterly to the Stop/Search and Use of Force Working Group which has been in existence since at least 2019. The group includes representatives from across the Force, and is briefed on the data by Performance Information Unit providing the effective internal monitoring process referred to by HMICFRS. The reports presented to the Stop and Search and Use of Force working group are subsequently presented to the Police Standards &amp; Integrity committee of the Corporation and to the Independent Advisory &amp; Scrutiny Group (IASG) as well as being published on the Force website.</p>
<p>6</p> <p><u>Recommendation</u> By July 2021, forces should ensure they have effective external scrutiny processes in place in relation to the use of force. Forces should take account of feedback and update the scrutiny panel and the community on the action taken.</p>	<p>NEW GREEN</p>	<p>July 2021</p>	<p><u>Task</u> Document the arrangements for the external scrutiny group, including:</p> <ul style="list-style-type: none"> <li>• Current makeup</li> <li>• Terms of Reference</li> <li>• Frequency of meeting</li> <li>• How do we attract new members</li> <li>• Are minutes published by the group?</li> <li>• Do minutes reflect actions taken by the force?</li> </ul>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p><u>Current position</u> The Independent Advisory Scrutiny Group consists of a Chairperson, Deputy Chair Secretary and approx. 12 elected members.</p> <p><u>Task</u> Their Terms of reference are documented and they meet every 3 months. The group recruits its own members and although they do not publish their minutes, they do reflect the actions taken by the Force.</p>
<p>7</p> <p><u>Recommendation</u> With immediate effect, forces should ensure that all stop and search records include detail of the self-defined ethnicity of the subject. When this information is refused by the subject, the officer-defined ethnicity code should be recorded.</p>	<p>NEW GREEN</p>	<p>July 2021</p>	<p>This reflects existing practise within CoLP. Compliance is also monitored by the Stop and Search and Use of Force Working Group.</p>

## Police super-complaint<sup>1</sup>: police data sharing for immigration purposes

A Joint national report following an investigation by HMICFRS, College of Policing and the Independent Office for Police Conduct  
Published 17<sup>th</sup> December 2020

<sup>1</sup> The police super-complaints system allows designated organisations to raise issues and became operational on 1st November 2018. Individuals cannot make super-complaints. Super-complaints can only be submitted by organisations designated by the Home Office. Designated bodies may submit super-complaints for consideration by HMICFRS, the College of Policing and the IOPC.

There are 4 actions for the force, 1 is complete and 3 in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p><u>Recommendation</u> As an interim measure, pending the outcome of recommendation 2, where officers only have concerns or doubts about a victim's immigration status, we recommend that they immediately stop sharing information on domestic abuse victims with Immigration Enforcement. Instead, police officers should link the victim to a third party that can provide advice and assistance, as set out in recommendation 4 (on the creation of safe reporting pathways).</p> <p>This applies where police officers have doubts about a victim's immigration status, not where they have evidence that an offence has been committed. The College of Policing will immediately develop guidance for the police service to clarify this aspect of practice.</p> <p>Notes to recommendation 1</p> <p>This recommendation to stop information sharing only applies to victims of domestic abuse.</p> <ul style="list-style-type: none"> <li>• The College of Policing guidance will also clarify the difference between insecure and uncertain status and immigration offending.</li> <li>• Any sharing of information should be done in compliance with Information Commissioner's Office (ICO) guidance.</li> <li>• 'Third party' could include a local or national specialist victim support organisation or another</li> </ul>	<p><b>WHITE</b> pending the outcome of the NPCC Lead challenge to <b>HMICFRS</b></p>	<p>February 2021 for initial review [completed]</p> <p>July 2021 for the revision and publication of force SOP</p>	<p>Following initial consideration of the report recommendation it has been determined that the force Domestic Abuse SOP needs to be revised to offer specific guidance.</p> <p>A deadline of July 2021 was set for the Domestic SOP to be revised, signed off and published, however there is an ongoing national challenge of the recommendations relating to this super complaint through NPCC lead. As such the force is not in a position to make further changes to policy until a national position agreed.</p> <p>The current force SOP already includes relevant guidance in relation to victims with no leave to remain.</p> <p>All cases are considered on an individual basis and there may be necessity to share information with immigration services in order to assist in safeguarding of victim.</p> <p>All cases where consent from victim is obtained are referred to specialist victim advocate who can assist with immigration issues as required and these are considered regularly as part of MARAC – with the overarching focus being on victim welfare.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>individual/organisation that can act as an intermediary and advocate on the victim’s behalf in communications with Immigration Enforcement – as required.</p>			
<p><u>Recommendation</u> With reference to recommendation 1, and in consultation/collaboration with local or national specialist organisations, chief constables should take steps to ensure that all migrant victims and witnesses of crime are effectively supported through safe reporting pathways to the police and other statutory agencies. They should:</p> <ul style="list-style-type: none"> <li>• ensure there is a proper policy and practice framework in place for officers to work within;</li> <li>• develop victim and witness support policies that reflect the characteristics of the safeguarding protocol set out in recommendation 3, and:</li> <li>• draw on all relevant national guidance with particular reference to the Code of Practice for Victims of Crime and data protection legislation;</li> <li>• are developed in partnership with and include pathways to the relevant specialist organisations for supporting victims and witnesses with insecure immigration status;</li> <li>• are clear about the circumstances in which information will be shared by police with immigration enforcement;</li> <li>• provide clarity about the purpose of sharing information at different points of the pathway; and</li> <li>• explicitly recognise the importance of telling victims, witnesses and supporting agencies whether information will be shared with Immigration Enforcement, and if so, when and in what circumstances.</li> </ul>	<p><b>WHITE</b></p>	<p>February 2021 for initial review [completed]</p> <p>July 2021 for the review of relevant forces SOPs although compliance with this recommendation is dependant upon delivery of recommendation 3 by the Home Office and NPCC</p>	<p>Following initial review of the report recommendation it has been determined that completion of this action is, in part dependant upon the Home Office and NPCC to develop a safeguarding protocol [recommendation 3].</p> <p>Currently there is no timeline for deliver by the Home Office and NPCC and the force maintains a watching brief.</p> <p>The NPCC Lead challenge [above] will also impact delivery].</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> <li>• promote understanding among police officers and staff to differentiate between responses to victims of modern slavery/human trafficking and victims of domestic abuse;</li> <li>• promote awareness within their forces of any existing pathways to specialist organisations for supporting victims with insecure immigration status;</li> <li>• ensure the policy and practice framework is adopted by all officers and staff who come into contact with victims of crime who have insecure immigration status; and</li> <li>• promote police engagement in regular outreach community work, as highlighted as good practice in this report.</li> </ul>			
<p>5</p> <p><u>Recommendation</u> With reference to recommendation 1, pending the developments outlined in other recommendations, and in consultation/collaboration with local or national specialist organisations, chief constables and police and crime commissioners should take steps, through the appropriate channels, to promote migrant victims' and witnesses' confidence in reporting crimes to the police through safe reporting pathways, without fear of prioritised immigration control.</p>	<p><b>WHITE</b></p>	<p>February 2021 for initial review</p>	<p>Delivery of this recommendation is heavy dependant upon outcomes from other report recommendations which are yet to be completed by partners. The NPCC lead challenge will also impact.</p>
<p>8</p> <p><u>Recommendation</u> To all recipients of recommendations from this investigation</p> <p>Provide an update to Her Majesty's Chief Inspector of Constabulary on progress in implementing these recommendations within six months of the date of publication of this report.</p>	<p><b>NEW GREEN</b></p>	<p>July 2021</p>	<p>Strategic Development report the progress of all open action to our HMICFRS Force Liaison Lead [FLL, Supt Alan Kelly retiring July 2021].</p> <p>Action plans for new reports are also to be produced in consultation with the HMICFRS FLL and this practise will continue with the new FLO [commences September 2021].</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment

## Pre-charge bail and released under investigation: striking a balance

A Joint National report, HMICFRS and HMCPSi

Published 8<sup>th</sup> December 2020

There are 10 recommendations 2 of which are for forces, 1 is complete and 1 in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>8</p> <p><u>Recommendation</u> Forces should develop processes and systems to clearly show whether suspects are on bail or RUI. This will help them to better understand the risk a suspect poses to victims and the wider community and will help to increase safeguarding.</p>	<p><b>NEW GREEN</b></p>	<p>March 2021 for initial review [completed]</p> <p>June 2021 for a report to CSB</p>	<p>This recommendation is linked to recommendation 2d of the HMICFRS: Custody services in a COVID-19 environment.</p> <p>The use of bail and Released Under Investigation[RUI] is monitored at the Offender Management group, including trends. Niche reports are produced fortnightly and distributed. The Domestic abuse SOP clearly states the starting position bail, any discussion to RUI must be fully justified. Public Protection Unit report that if the suspected is not charge straight away the vast majority are bailed with conditions. The Crime Scrutiny Group included Domestic Abuse within their scheduled audit – bail conditions and RUI are examined – this report was reviewed at Crime Standards Board June 2021.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
9	<p><u>Recommendation</u></p> <p>Forces should record whether a suspect is on bail or RUI on the MG3 form when it is submitted to the CPS. This should be regularly checked and any changes in bail or RUI provided to the CPS. The CPS should work with the police to ensure this information is provided.</p>	AMBER	<p>March 2021 for initial review [completed]</p> <p>Now November 2021 to monitor compliance within the new system</p>	<p>The current position has been identified and is impacted by the implementation of a new system for communicating with the CPS [TWIF] which will go-live late September 2021.</p> <p>The form MG3 will be retired and TWIF will incorporate the information from the MG3 into a CMO1 (a form of messaging/data transfer). This is as a precursor for Digital Case File which will retire most of the MG forms in the future.</p> <p>Monitoring has been put in place to ensure compliance, but this will need to be replicated utilising the new system. Compliance results have been mixed to date and further messaging planned.</p> <p>Deadline set for November 2021 to enable further performance monitoring and bedding in of the new system/process.</p>

## Roads Policing – Not Optional

A National report HMICFRS

Published 15<sup>th</sup> July 2020

There are 10 recommendations for the force, 5 are completed, 2 closed [not applicable], 2 in progress and 1 on hold pending input from the College of Policing.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>6</p> <p><u>Recommendation</u></p> <p>With immediate effect, chief constables should make sure:</p> <ul style="list-style-type: none"> <li>• [1]their force has enough analytical capability (including that provided by road safety partnerships) to identify risks and threats on the road network within their force area;</li> <li>• [2]that information shared by partners relating to road safety is used effectively to reduce those risks and threats; and</li> <li>• [3]there is evaluation of road safety initiatives to establish their effectiveness.</li> </ul>	<p>RED</p>	<p>September 2020 for an initial position</p> <p>November 2020 for review and reinstatement of the RDR Partnership by the CoL</p> <p>was April 2021</p> <p>Extended to July 2021 for review of progress</p> <p>Now January 2022 to further progress</p>	<p><u>[bullet 1] analytical capability</u></p> <p>Sustained analytical support has been an issue for the Roads Policing unit previously. Support has been built into the Transform model and a dashboard is to be produced on a quarterly basis utilising the force CRASH system.</p> <p>The outstanding issue which requires clarity around collision data is how the various changes over time have affected the data (there have been 3 system changes over the last 5-6 years or so, and each one has tweaked the definition of ‘serious’: so the data isn’t ‘wrong’ but it means it is not possible to do reliable retrospective analysis as systems change.</p> <p>The deadline is extended to January 2022 to enable this to be progressed further.</p> <p>Supt Head of City Police Task Force has created a Gold Group with relevant members of CoLP and CoL sitting on this group and continues to engage/monitor Transform for future design of intelligence / analytical capability and impact on Roads Policing and there regular discussions with CoL Strat Transport Team.</p> <p><u>[bullet 2] Information shared</u></p> <p>Dashboards produced are shared and meeting have taken place CoLp/CoL.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>A RDRP meeting took place in April 2021 with CoL in the chair, and LFB, TfL and LAS represented. Main focus of meeting was agreeing revised ToRs and scope/intent of partnership, as well as a general update from partners on current priorities/areas of focus. Areas for further work agreed for future meetings, and follow up bilateral meetings (initially CoL-CoLP) also agreed. Six month report to end of Dec 2020 discussed.</p> <p><u>[bullet 3] evaluation of road safety initiatives</u></p> <p>This area requires development in partnership with the City of London. Detailed update was not provided by CoL Strat Transport Team at April 2021 meeting of RDRP. Overall strategic intent post-COVID discussed, and concerns from CoLP and other blue light responders. More detailed discussion about the impact of the pilot 15mph initiative and the consequence if rolled out permanently: LAS in particular expressing concern about impact on response times and patient transfer times. Agreed for substantive review at next meeting.</p>
8	<p><u>Recommendation</u></p> <p>With immediate effect, chief constables should make sure that their force (or where applicable road safety partnerships of which their force is a member), comply with (the current</p>	<b>CLOSED</b>	<p>December 2020</p> <p>[subject to review]</p>	<p>The force has reviewed Department of Transport Circular 1/2007 and its requirements and determined that this needs to be considered by the RDR partnership. Compliance with the circular extends beyond the remit of the force and it cannot lead.</p>

	Recommendations & Areas for Improvement	Status	Due Date	Comment
	version of) Department for Transport Circular 1/2007 in relation to the use of speed and red-light cameras.		New deadline July 2021 [subject for review]	The CoL confirm that all red light and speed cameras [the subject of the above circular] are owned and managed by TfL who have been contacted and a response is pending.  This action is CLOSED, whilst TfL still haven't responded there is confidence the force is doing all it should. TfL own the cameras; we administer them on their behalf.
11	<p><u>Recommendation</u></p> <p>By 1 August 2021, the College of Policing should include a serious collision investigation module for completion along with the Professionalising Investigation Programme. This should include:</p> <ul style="list-style-type: none"> <li>• minimum national training standards; and</li> <li>• certification for all serious collision investigators.</li> </ul> <p>Chief constables should make sure that all serious collision investigators in their force are then trained to those standards.</p>	<b>WHITE</b>	August 2021 for the College of Policing	This action is initially for the College of Policing. However, the force will include any College of Policing requirements in its training plans
14	<p><u>Area for Improvement</u></p> <p>Force-level support to national roads policing operations and intelligence structure is an area for improvement.</p>	<b>NEW GREEN</b>	September 2020  Extended to January 2021	The responses below are provided within the context of this area for improvement within the HMICFRS report:  The force engages in national campaigns.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			<p>pending future regional and national meetings taking place]</p> <p>Now April 2021 since no future pending future regional and national meetings have been scheduled at this time</p>	<p>National and Regional level meetings were attended by Inspector [Roads Policing]; future representation will be additionally be at Superintendent level.</p> <p>The force does provide data to the national roads policing operations and intelligence unit.</p> <p>This action was held at white pending Superintendent level representation at national and regional meetings – CoLP are now invited to the two key NPCC-lead national roads policing meetings. The National Roads Policing Operations &amp; Intelligence meeting and the Driver Standards meeting (chaired by Cmdr Gordon (MPS) and DCC Woods (Lancashire) respectively). Head of Community Policing Task force attended previously, Commander Operations will attend in future.</p>
15	<p><u>Area for Improvement</u></p> <p>The efficient and effective exchange of all collision data with other relevant bodies is an area for improvement.</p>	RED	<p>September 2020 [subject to review]</p> <p>Now November 2020 [subject to input from CoL]</p>	<p>The responses below are provided within the context of this area for improvement within the HMICFRS report:</p> <p>Data collation and analysis, evaluation and effectiveness of the Road Danger Reduction partnership need to be better – the restoration of RDR partnership meetings [11/1/2021] assists together consideration of analysis reports at the meetings.</p> <p>The force provided an analysis report for presentation to the 13<sup>th</sup> April 2021 RDR partnership meeting.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
		<p>Was to April 2021 [subject to review]</p> <p>Now July 2021 subject to review</p> <p>Now January 2022 to further progress</p>	<p>The force does use the Crash system to report to DfT and TfL, although with the caveat of data accuracy.</p> <p>Progress is linked to 6 above; deadlines have therefore been aligned.</p> <p>A common source of data has been agreed – utilising the force CRASH for report to the RDRP partnership meeting – system changes of the years does present issues for comparative analysis , this continues to be examined.</p>

## Cyber: Keep the light on

A national report by HMICFRS  
Published October 2019

This report makes 5 recommendations; 4 are complete and 1 in progress pending further update from a joint working group [Home Office, CoLP and NPCC].

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><u>Recommendation</u></p> <p>By 1 November 2020, the Home Office, the Cabinet Office, the National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime, the Director General of the National Crime Agency, and interested parties should revise the current police structure for the response to cyber-dependent crime. In doing so they should consider:</p> <ul style="list-style-type: none"> <li>• the creation of a national police cyber-dependent crime network;</li> <li>• the remit of any such network;</li> <li>• how the network engages with other law enforcement agencies; and</li> <li>• the tasking and co-ordinating responsibilities that will be required for the network to be effective.</li> </ul>	WHITE	<p>November 2020</p> <p>Now September 2021 for update from the joint working group</p>	<p>Bullets 1 through 4 are, in part, for the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman.</p> <p>The Home Office, CoLP and NPCC have agreed to establish a working group to consider options to implement the recommendation.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>4</p> <p><u>Areas for improvement</u> The National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime should revise the key performance indicators contained within the council's minimum capability standards for force cyber crime units. The revised standards should make clear:</p> <ul style="list-style-type: none"> <li>• [1]the minimum standards for investigation;</li> <li>• [2]the role of regional cyber crime co-ordinators in the recording, management, and review of cyber crime investigations; and</li> <li>• [3]the use of the weekly list provided by the National Fraud Intelligence Bureau to comply with the performance indicators.</li> </ul>	<p><b>NEW GREEN</b></p>	<p>No deadline set by HMICFRS</p> <p>November 2020 for an initial position</p>	<p>Bullets 1 and 2 are the remit of the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman.</p> <p>All areas of improvement have now been addressed through the implementation of a revised Force Cyber Crime Unit Minimum Standard. This was approved by NPCC Crime Committee in March 2021 and has now been implemented.</p> <p>Bullet 3 – the use of the weekly lists [completed]. Revised guidance has been produced which is sent together with the weekly lists provided by the National Fraud Intelligence Bureau. This guidance is specific in the purpose for which the list is to be used.</p> <p>The performance indicators referred to within the recommendations were set by the National Board Force Specialist Cyber Capability Project Board.</p>

## Crime Data Integrity inspection 2019

A force report by HMICFRS  
Published August 2019

This report makes 6 areas for improvement for the force; 4 are complete, 1 closed and 1 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p><u>Area for Improvement</u> The force should immediately improve its collection and analysis of equality data through its crime reporting and recording systems</p>	<b>CLOSED</b>	<p>February 2020</p> <p>Extended to September 2020</p> <p>Extended to February 2021</p> <p>Now June 2021 pending the results of benchmarking</p>	<p>Age and gender have already been recognised within the HMICFRS report as being collected.</p> <p>There are operational concerns that the process of collecting equality data may alienate victims reporting their crimes.</p> <p>A decision and the following actions implemented:</p> <ul style="list-style-type: none"> <li>• Continue to record ethnicity, age and gender for victims of crime (we currently capture these well as part of crime recording).</li> <li>• Record religion and sexuality if directly related to the crime type (ie aggravated/motivated hate crime).</li> <li>• Improve the recording of disability data.</li> </ul>
6	<p><u>Area for Improvement</u> The force should immediately improve its use of cannabis warnings, penalty notices for disorder and community</p>	<b>RED</b>	February 2020	<p>Audit results have not met the desired standards and further steps are being taken:</p> <ul style="list-style-type: none"> <li>• Guidance has been re-issued to officers for Community Resolutions, penalty notices for disorder and Cannabis Warnings</li> </ul>

Recommendations & Areas for Improvement	Status	Due Date	Comment
		<p>Extended to July 2020 but need to be reviewed [Reported to PAB]</p> <p>Extended to September 2020 to ensure improvements are embedded</p> <p>Extended to July 2021</p> <p>Now November 2021 to further assess performance</p>	<ul style="list-style-type: none"> <li>Digitisation of Cannabis Warnings and PND is being pursued. Digitisation of current paper based Cannabis Warnings and PNDs forms now in PRONTO development plan (previously not pursued as anticipated introduction of 2 Tier approach would render obsolete quickly). This will build in compliance for issuing PND/Cannabis warnings (as with National Crime Recording Standards for when crimes recorded) to remove some of the most basic human errors. Digitisation will be funded through 'core' development budget for PRONTO and by deprioritising other work. Grant from Home Office to cover (already expended) costs of developing DVLA 'Image At Roadside' functionality will be allocated to fund development of PENTIP search capability from PRONTO. Ability to search PENTIP automatically from PRONTO will create a process improvement and enable compliance to be enforced (the digital forms can be 'built' to not allow an officer to complete without a PENTIP search). Whilst this doesn't discount human error (eg ignoring the results of a search) it will reduce the scope for error through mis-application of the process (ie not doing a PENTIP search at all). Widespread introduction of biometric search capability for Local Policing officers will further assist in confirming subject identities and offender history which should further increase compliance.</li> </ul> <p>In April 2021 oversight was redesignated to the Head of Local Policing Chief Supt who has created a bespoke team of officers to drive the performance forward.</p> <p>This has firstly taken the form of revised guidance of what is expected and what is required when issuing Cannabis Warnings/Community Resolution/PND .</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>The first areas of improvement was to improve initial compliance and day to day performance . The second areas was to look at the implementation of the 2 Tier OOCd system</p> <p>Process maps are being designed to help guide officers through the issuing of the OOCd options. These are due to be published July .</p> <p>Bi weekly audits are now being conducted and this is personally sent to the Head of Local Policing to look at trends and areas of failure. He is personally taking responsibility to speak with every officer and supervisor for failed OOCd disposals to seek an explanation and understanding of why the incident failed within the audit. This learning is being cascaded back to the staff/teams to ensure onward compliance.</p> <p>Repeat offenders will be subject of discipline.</p> <p>OOCd are within the monthly performance framework within the Inspectors performance meetings with Supt Local Policing. 95% of OOCd disposals are issued within Local Policing hence the overview by the Chief Supt to drive an improvement within this area. Overall governance remains within Administration of Justice.</p> <p>Onward training is being completed to ensure culturally the performance increased long term with a real focus on supervision” Getting it right first time”</p> <p>Volume of Out of Court Disposals remains relatively Low compliance has remained steady at around 85% compliance on around 15-20 occurrences per fortnight.</p> <p>TIER 2 OOCd .</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>Fact finding has been conducted with Thames Valley Police on looking at pathways for the various pathways required to extend the OOC to a 2 tier system. The Force has joined a working group with the MPS/BTP with a view to potentially share services and implement the 2 tier system. This is in the early stages presently . It is envisaged that the timeline for a implementation of Tier 2 will be Autumn 2022 this is the information currently in receipt of COLP</p> <p>Ch Supt Head of Local Policing has taken over as the strategic lead for Out of Court Disposals, this remains within Administration of Justice for overview . Head of Local Policing is leading on the performance review and improvements and will provide assistance and an overview for the development of the 2 Tier system to support Head of CJS and her team with the implementation of the 2 Tier system which is still in the infancy of its planning as it is a significant Force change project itself.</p>

## The Poor Relation - The police and CPS response to crimes against older people

A national report by HMICFRS  
Published July 2019

This report makes 23 recommendations, 5 of which are for force.4 recommendations are complete 1 in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>10</p> <p>Cause of concern Some victims may not be receiving support services, and some support services don't work as well as they could. This is because the police don't always refer victims when they should, support services don't have ready access to police information, and witness care arrangements are sometimes provided separately.</p> <p><u>Recommendation</u> Within six months, chief constables should work with police and crime commissioners and their mayoral equivalents, and other relevant organisations, to review whether victim support services can be provided in a better way.</p>	<p>RED</p>	<p>January 2020</p> <p>Extended to November 2020 [Previously Reported to PAB]</p> <p>extended to February 2021 for review</p> <p>Now December 2021 pending appointment of a force Victim Champion</p>	<p>The HMICFRS report recognises the good work of Economic Crime Victim Care Unit (ECVCU). There has been activity against this recommendation; dip sampling to ensure victim code of practise has been complied with – findings reported to Force Crime Standards Board.</p> <p>With regard to non-economic crime victims: The force undertakes dip samples to identify learning which is then reported to the Crime Standards Board, these dip samples include qualitative checks on the service provided.</p> <p><u>Next Steps</u> Evidence that victims services have been reviewed [with partners] to establish if they can be enhanced, is still required.</p> <p>This element was being progressed by the force Victim Champion via Virtual victim journey workshops. However progress has stalled with the secondment of the victim champion to another role.</p> <p>Under Transform the need for a champion has been recognised to work within the Force Resolution Centre. Recruitment for this role has not commenced at this time.</p> <p>The deadline is extended accordingly.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>The Head of Major Crime is temporary covering the Victim Champion until Transform can recruit and embed the new civilian Champion.</p> <p>The Head of Major Crime will:</p> <ol style="list-style-type: none"> <li>1. reignite the above mentioned ‘Victim Virtual Journey’ workshops to establish the current workflows and introduce measures to improve performance and satisfaction.</li> <li>2. carry out benchmarking, consultation and include partners to inform decision making and</li> <li>3. introduce new systems/SOP where necessary.</li> </ol> <p>Progress thus far: Performance Information Unit has commenced producing weekly VCOP completion &amp; compliance reports which will help inform officer completion rates, and the follow up journey with victims of crime.</p> <p>Weekly Niche OEL VCOP reports are produced and are actively monitored with performance engagement – this reports into Crime Standards Board.</p>

## PEEL 2018/2019

A force report by HMICFRS  
Published May 2019

This report makes 11 areas for improvement for the force; 10 complete 1 to be progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>2</p> <p><u>Area for Improvement</u> The force should implement a process to get feedback from vulnerable victims.</p>	<p><b>AMBER</b></p>	<p>December 2019 set to align with the next inspection anticipated early 2020.</p> <p>Reset to June 2020 [Reported to PAB]</p> <p>Extended to November 2020 subject to review</p> <p>Extended to April 2021 [subject to review]</p> <p>Now October 2021</p>	<p>The requirement to survey domestic abuse victims is a mandatory home office return. Previously performed by the Vulnerable Victim Advocate [VVA], when funded by MOPAC and the force. In 2019 MOPAC redirected funding away from the City and the force now has access 2.5 days per week to an Independent Domestic Violence Advocate [IDVA] under the Pan London Victim and Witness Scheme. Vetting and recruitment [victim support] delayed the starting of the IDVA. Although the force now has access to an IDVA the Head of Domestic Abuse Services at Victim Support stated that surveying falls outside the scope of this role.</p> <p>This HMICFRS area for improvement seeks Domestic Abuse surveying to be expanded to other vulnerable victims – increasing demand.</p> <p>The way ahead has been discussed with the Corporation and a successful bid for POCA funds to Safer City Partnership [18/9/2020] has been made. The Head of PPU has agreed an expansion of the service with victim support, who recruited a new VVA but they failed to start in April 2021.</p> <p>Victim support have readvertised and the new full time VVA has now commenced [with victim support].</p> <p>Performance Information Unit are to now provide the data to enable sampling to take place.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>Current funding/VVA arrangements are not seen as a long term fix and the POCA bid included an element to commission an independent review of the Domestic Abuse/Vulnerable victim service provided across the City to include VVA, MOPAC, IDVA and the services the corporation provide.</p> <p>The full review report focused on Women and Girls [standing together] support has been circulated to Vulnerability Steering Group [June 2021] and a draft joint strategic action plan developed which incorporates actions relating to VVA funding.</p> <p><u>Deadline Rationale</u></p> <p>A revised deadline of October 2021 is set to review the current position regarding surveys and to establish progress on actions regarding future funding of the VVA</p>

## Policing and Mental Health - Picking Up the Pieces

A national joint report by HMICFRS  
Published November 2018

This report makes 3 recommendations for the police; 2 are complete, 1 pending input from the College of Policing

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>3</p> <p><u>Recommendation</u> By August 2019, all forces should review their existing partnership mental health triage services to assess their effectiveness, and the environment they are operating in. This will help them make decisions about sustainable future services with partners to make sure mental health care needs are being met. If forces find any deficiencies in their triage services, they should take steps to address them as soon as reasonably practicable. The College of Policing has agreed to devise some practice guidelines to help forces benchmark their triage activity. We will inspect on progress in this area as part of our integrated PEEL assessments inspection framework.</p>	<p><b>WHITE</b></p>	<p>August 2019</p>	<p>Practise guideline from the College of Policing to help force benchmark their triage activity are pending.</p> <p>However this is something which the force already undertakes – the most recent assessment examined the period November 2018 to October 2019 and highlighted a business need for mental health nurse cover during the day.</p>

## Understanding the difference: the initial police response to hate crime

A national joint report by HMICFRS  
Published July 2018

This report makes 15 recommendations. 8 are for the force and 7 of these are complete, 1 can now be progressed following publication of the Hate Crime APP by the College of Policing.

Recommendations & Areas for Improvement	Status	Due Date	Comment	
<p>8</p> <p><u>Recommendation</u> Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the national minimum standard of response to victims of hate crime inconsistently.</p> <ul style="list-style-type: none"> <li>• We recommend that, within six months, the NPCC lead for hate crime works with the College of Policing to review the operational guidance about the minimum standard of response to establish if it is still appropriate and relevant for forces</li> <li>• We recommend that, following the review, any agreed minimum standard of response for forces should be monitored by force governance processes, including external scrutiny.</li> </ul>	RED	<p>December 2020</p> <p>Then February 2021</p> <p>Now June 2021 to enable Sector Policing to embed changes from Transform implementation</p>	<p>This action has been held at WHITE pending the publication of the College of Policing APP.</p> <p>Following consultation completed November 2019, the College has now published this APP [late 2020] and it is now been considered by the force however this has coincided with the transfer of responsibilities for Hate Crime and the implementation of Transform.</p> <p>The deadline has been reset to June 2021 to enable Sector Policing to embed necessary changes</p> <p>The following actions have been developed:</p>	
		<p>Now June 2021 to enable Sector Policing to embed changes from Transform implementation</p>	<p><u>Task [1]</u> PPU will review the current SOP to include the new links to APP and the need to follow the minimum standard of response</p> <p><u>Current position</u> The SOP has been updated to reference the Hate Crime SOP, this has now moved to Sector Policing to progress task 2 below.</p>	GREEN
		<p>Now October 2021 to establish progress on [2], [4] and [5]</p>	<p><u>Task [2]</u> Sector Policing will then take ownership of the SOP and are going to make the required changes relating to the governance (SRO, deputies etc, and how feeds in to VWG/VSG. PPU [DI] will remain investigation lead.</p> <p><u>Current position</u> Sector policing have updated the SOP and passed to the Equality &amp; Inclusion Manager for review. The National Vulnerability Action Plan has been updated for the Vulnerability Working Group.</p>	AMBER

Recommendations & Areas for Improvement	Status	Due Date	Comment	
			<p><u>Task [3]</u> T/DCI Crime will incorporate Hate Crime in to the Dip Sampling schedule. Showing internal scrutiny</p> <p><u>Current position</u> This has been included with the schedule. Hate crime criteria in development included in the July/Aug 2021 theme. This will reported in to Crime Standards Board for appropriate actions.</p>	<b>GREEN</b>
			<p><u>Task [4]</u> Once the additional VVA post is in place – the independent survey of victims of hate crime</p> <p><u>Current position</u> VVA has now started [with victim support] but can commence sampling when process designed. Performance Information Unit now to provide input to develop surveys and analysis</p>	<b>AMBER</b>
			<p><u>Task [5]</u> External scrutiny, Sector Policing ensure arrangement are in place via the IASG.</p> <p><u>Current position</u></p>	<b>AMBER</b>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			This to be discuss with the Equality & Inclusion Manager - meeting requested.

## PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS  
Published March 2018

This report was published 22<sup>nd</sup> March 2017. There are 4 recommendations which apply to the force and are to be progressed.

There are 4 recommendations which applies to the force; 3 are complete, 1 closed

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>3</p> <p><b>Recommendation</b> The College of Policing, working with the NPCC leads, should develop an approach to peer review. This approach should support forces to work with each other to improve how they identify, respond to and keep safe vulnerable victims. The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.</p>	<b>CLOSED</b>	September 2018 And January 2019	<p>Details of the peer review approach have not been released by the College of Policing at this time.</p> <p>Local peer review and opportunities to share best practice are being developed through the regional Vulnerability Steering Group chaired at commander level by the MPS. BTP are in attendance. The force submitted its Vulnerability Action Plan to the NPCC lead (Norfolk) Although broadly positive, feedback was received that we needed to improve our strategic training with partners. Supt UPD Ops is negotiating attendance for CoLP and relevant COL leads to attend the highly recommended MPS-designed Hydra exercise called the Strategic Partner Agency Safeguarding Exercise (SPASE) designed for senior leaders in policing, health, education, children and adult services.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			A review of the National Vulnerability Action Plan has been undertaken and released to forces.

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# Agenda Item 7

<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 6 <sup>th</sup> September 2021
<b>Subject:</b> Transform- Update on Sector / Local Policing (Deep Dive)	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 52-21	<b>For Information</b>
<b>Report author(s):</b> Supt/ Chief Inspector Local Policing/ Sector Policing	

## Summary

At the 16<sup>th</sup> October 2020 Performance and Resource Management Committee it was noted that the new Sector Policing Model was due to 'go live' from the 19<sup>th</sup> October 2020 and the Committee asked for an update on the implementation of the new model from May 2021 onwards, which was due to this September Strategic Planning and Performance Committee. However the new Chair at the Strategic Planning and Performance Committee on the 4<sup>th</sup> May, asked AC Sutherland to provide an interim update which was provided to the June meeting of the Police Authority Board (PAB).

Further guidance was sought from the Police Authority Team as to what further information was required for this September update, and were advised that Members would wish to see an update on any changes since the implementation in:

- Tackling Anti-Social Behaviour (ASB & localised crime)
- Roads Policing
- Public Order
- Community engagement/cohesion
- Partnership working with the Corporation to prevent & reduce crime

It should be noted however that the original request was for an update on Sector Policing Model (i.e previously community policing) which went live in October 2020 and so has been live for approximately one year. Sector policing does not include Roads Policing and Public Order. These are part of the overall Local Policing Directorate Taskforce, 24/7 Response and Contact which only went live in February to May 2021 so have not been live for a year; as such, there is no significant update on these in terms of specific outcomes from the change as yet.

Members will also be aware that the implementation of these models was set against a backdrop of a global Covid-19 pandemic which has had a significant impact on footfall, vehicular traffic and crime levels in the City of London in the last financial year.

At this juncture, the data for 2020-21 would therefore neither prove, nor disprove that the implementation of the new Sector Policing model, City Police Task Force (CPTF), and 24/7 Response has made a specific impact on local crime/ ASB.

Crime data for 2019-20 has been used as a benchmark for a normal operational year in terms of monitoring performance against some of the policing plan measures and is showing a reduction for 2021-22 compared to 2019-20 in key crime types for Q1- such as violent crime (-37%) and acquisitive crime (-68%) which is encouraging, but the City is still emerging from the most recent restrictions and has not yet returned to Business as Usual (BaU), so this trend will be monitored over the coming quarters.

A number of high level business benefits were identified in the Report to your July PAB (Transform Update on the High Level TOM) in Appendix B of that report (Pol 48-21 refers). These will be reported against as part of Transform updates going forward to whichever Committee is deemed appropriate in the future.

Colleagues in the City of London Corporation's Dept of Children and Community Services (Community Safety) and Strategic Transportation Planning have been consulted on this report and their comments included.

### **Recommendation(s)**

Members are asked to note the report.

### **Main Report**

#### **Background**

1. As described in the Summary, a review of the Sector Policing Model was requested by the P&RMC in October 2020 for a future Committee after May 2021 to gauge the impact and successes of the new model. An initial interim update was provided to the June PAB . The Force has also been advised to cover Roads Policing and Public Order in this further update, although as detailed these services are not part of Sector Policing but part of the overarching Local Policing Directorate services.
2. Members will be aware that the Sector Policing model was the first phase of the new Transform model for Local Policing Services. City Police Task Force, (which includes Roads Policing and Public Order) 24/7 Response and Contact were implemented later in Feb- May 2021.
3. More significantly, Members will also be aware that the implementation of these models was set against a backdrop of a global Covid-19 pandemic which has had a significant impact on footfall, vehicular traffic and crime levels in the City of London throughout 2020 and 2021 to date. It is therefore difficult to assess the impact the new model has made in terms of comparison with previous years data. The data for 2020-21 would neither prove nor disprove that the implementation of the new Sector Policing model and City Police Task Force (CPTF) has made a specific impact on local crime/ ASB or other operational

services delivered by CPTF. Crime data for 2019-20 has been used as a benchmark for a normal operational year in terms of monitoring performance against policing plan measures and is showing a reduction for 2021-22 compared to 2019-20 in key crime types for Q1- such as violent crime (-37%) and acquisitive crime (-68%) which is encouraging, but the City is still emerging from the most recent restrictions and has not returned yet to Business as Usual, so this trend will be monitored over the coming quarters to further assess the impact of the new policing model.

4. A number of benefits were identified in the Report to your July PAB (Transform Update on the High Level TOM) in Appendix B of that report (Pol 48-21 refers) which stated the aim was to deliver the outcomes by 2025, in support of the force's Corporate Plan.
5. This outlined how the new model will contribute to delivering benefits under each of the City of London Police Corporate Plan ambitions. Those identified where Local Policing will contribute to delivery are:

Ambition: To make the City of London the safest city area in the world

- Crime and disorder rates fall towards the safest in the world
- Road safety improves with fewer deaths and serious injuries

Ambition: To deliver a policing service that is valued by those who live, work and visit the City of London.

- Police visibility in the square mile increases

6. The Force Benefits Manager is currently working on the Transform benefits - this is very much a work in progress. These benefits will be measured and tracked going forward when they are ready and reported to whichever Committee is deemed appropriate as part of the Quarterly Transform Updates in the future.

## **Current Position**

### **Tackling ASB and localised Crime**

7. As reported to the June PAB, the new Sector Policing model went live on 19<sup>th</sup> October 2020 as planned. Visibility, accountability and ownership is delivered by a team of 12 Dedicated Ward Officer's that lead on crime and disorder within a cluster of wards. These officers are supported and work in synergy with our central Partnership and Prevention Hub with further support by the second layer of taskable assets in the form of Sector Tasking and Proactive Crime Teams.
8. The Partnership and Prevention Hub (P&P) is a key feature of the sector Policing model and they work closely with the Corporation Community Safety team sharing information and improving awareness around the 5 key thematic areas:
  - Alcohol and drugs,
  - Vulnerable people (mental health) and places,
  - Young people,

- Hate crime/Counter Terrorism (CT)
  - Schools and youth engagement/cadets.
9. The ASB coordinator within the Corporation Community Safety Team, is co-located one day a week within the P&P Hub, where there is significant collaboration and information is shared around complex ASB cases. In addition to this the ASB coordinator assists the police in the following areas:
    - Op Luscombe
    - Providing access to information and training to the City and Pan-London information sharing system 'ECINS'
    - Signposting/Referrals into services e.g Safeguarding, Adult Social Care
    - Composing Community Protection Warnings (CPWs) /Community Protection Notices (CPNs) and other enforcement tools and powers
    - Analysing the suitability of referrals into Community and/or Domestic abuse Multi Agency Risk Assessment Conference( MARAC)
  10. As reported in June to PAB, this has been an extraordinary year and in terms of localised crime it is difficult to assess the impact of the new Sector Policing and Local Policing models. Many crime types have just not been evident during the national lockdowns such as shoplifting, ASB and violent crime. The City is only just starting to see an increase in these as it opens up.
  11. Although some crime types are beginning to see an increase, there had been a reduction in the volume of ASB incidents in the past year, and this was mainly due to the effect of Covid-19 and the various lockdowns and reduced footfall in the City of London, however it is acknowledged that there have recently been and are ongoing ASB issues in the City from the perspective of residents and workers and public perception differs from the reality of reduced volume of incidents.
  12. It has been assessed that although CoLP is taking action around the issues, this was not being communicated effectively to the residents and workers. The Introduction of a residential engagement platform that can target ward/cluster level audiences to ensure a better understanding of policing activities targeting local concerns will help to alleviate this disconnect with an increase in updates and communication of activity. To close this gap a bi weekly news round up focussing on East and West cluster activity has been launched from Friday 4<sup>th</sup> June 2021 with councillors and ward panel members being updated allowing messages to be cascaded out to the wider community.
  13. At the June PAB, the Commissioner reported that Sector officers have continued to attend calls to ASB; groups have been dispersed, warnings issued, and some arrests have been made for other offences. Dedicated Ward Officers (DWOs) have visited hotspot locations to identify CCTV opportunities, gather intelligence and provide visible reassurance to residents and businesses.
  14. A good example of recent proactive work around local crime by the Proactive Crime Team was the achievement of getting a Criminal Behaviour Order (CBO) in place against a prolific cycle thief. Whilst the thief's sentencing at court was delayed, officers liaised with court staff and defence representatives to ensure

that an interim CBO was put in place, effectively banning the thief from the Square Mile until his next court appearance.

15. In terms of numbers: Criminal Behaviour Order's (CBO's) granted
  - From October 2019 - October 2020 is: 10
  - From October 2020 to date as at 24/08/2021 is: 8
16. The Force currently has 29 live CBO's recorded on the Force Crime and incident recording system all obtained by CoLP. There are also a number within the court system currently and the Force is also assisting the MPS and BTP with several applications for individuals who cross borders.
17. The vast majority of the CBO nominals do not go on to breach the order, so they clearly work and are very effective. Each order has taken on average 4 court appearances to achieve.
18. Other impacts the new model has had can be evidenced through a series of bicycle initiatives to combat this progressive crime type. An evidence based approach was adopted through prevention, engagement and pro-active operations. This has led to an Organised Crime group being identified and dismantled, in one operation alone 60 bikes were recovered and restored to owners, a series of days of action has resulted in over 800 bikes being marked and significant social media presence resulting in over 2k views with one post alone thus further promoting the Sector Policing brand. Decoy/tracker bikes are regularly deployed in and around the square mile with proactive officers monitoring the movement of the bikes, This has led to over 30 arrests, further reducing this crime type, making it harder for criminals to engage in their activities within the square mile. This is supported by working with local business with a focus on crime prevention and engagement.
19. DWOs have maintained their online engagement via the Nextdoor app; publicising their whereabouts, patrol plans and opportunities for public meetings.
20. The DWO's have reached out to the managers of local supermarkets to discourage anyone loitering around their stores and security staff to take a more active approach on moving people on to reduce the risk of ASB incidents. During June, the City of London Police and the Supermarket have taken the initiative to stop selling alcohol after 8pm on the match days during the Euro's football. This proved to be a success in reducing further ASB caused by drinking alcohol in the city.
21. ASB week launched week commencing the 19<sup>th</sup> of July. The week consisted of joint reassurance patrols with partner agencies and hubs set up at the Barbican, Mansell Street and Golden Lane, where Officers will be visible, engaging with residents and dealing with any repeat victims of ASB, as well as dealing with repeat ASB and repeat offenders. Messages were posted across all available platform the event was heavily publicised. See below for further details.

## **Current ASB headlines and related Operations**

22. The Force has conducted an ASB Problem Profile covering the last 3 years (01/04/2019-28/07/2021. Covering the FY2019/20, FY2020/21 & FYTD2021/22). Headlines from this show that:

- There has been a 9.5% reduction in ASB reports from FY 19/20 to FY 20/21
- Current FYTD data trend indicates increases to pre-pandemic reported volumes (back to wards 80-120 reports per month)
- ASB in the City covers a wide range of issues with significant overlap in observed behaviour and activities

The main ASB reports in the City relate to:

- Homelessness and begging
- Cycles and skateboards (groups of youths).

Crosscutting and aggravating factors are:

- Calls for Police Assistance to deal with customers/ individuals refusing to leave (buses, street and venues etc – linked to more than 50% of incidents)
- Alcohol and drugs
- Noise
- Groups
- Youth related ASB
- Covid -19 related breaches

Current Operations to address these issues are:

- Operation Sagittarius: Urban Explorers- linked to less than 2% of total ASB
- Operation Luscombe: Begging- Linked to 9% of total ASB
- Operation Romsey: Youth ASB (cycles) in Castel Baynard and Tower Place linked to 16% of total ASB. The Force is looking at expanding this operation to Barbican which is also shown as a hotspot.

Further key data is attached at Appendix 1.

## **Business Crime Reduction Partnership**

23. The Force has worked on the development and implementation of a Business Crime Reduction Partnership (BCRP) to augment engagement, intelligence sharing and communications between different business sectors. This has been funded by the COLP for this financial year circa £40k. The ambition is for the scheme to be self-funding by year end. Currently, fifty premises will be signed up initially with further engagement taking place to secure new members. Safer Business Network at present can't provide a forecast, but are heavily engaged at present across various partnerships & businesses. The BCRP will go under the banner name of "Safer Square Mile". The cost to each business is forecast at £10 per week. A BCRP manager will be co located within the partnership and prevention hub of sector policing to focus energy on building the client base. This will enhance the problem solving capabilities of the force sharing information

and enhancing the collaboration opportunities with business leads in the square mile and sharing the crime reduction opportunities with partners.

## **Licensing**

24. As part of the transform programme the functions of the licensing team moved across into sector policing. Current resource establishment consists of
  - 1× Inspector
  - 2 x Constables
  - 2 x Police Staff
25. CoLP licensing work closely with the City of London Corporation (CoL) licensing function to ensure a holistic understanding of the licensing activities throughout the City.
26. Throughout the pandemic we saw closure of Night Time Economy venues as part of the various lockdowns and restrictions imposed. This has of course impacted significantly on this sector.
27. As the restrictions lifted and to support the venues reopening CoLP licensing supported by CoL licensing ran a number of engagement events focussing on the prevention of crime and venue obligations under the Licensing Act. These events were in addition supported by delivery of Welfare and Vulnerability Engagement training by our Business Crime Reduction Partners, Safer Business Network.
28. Since the implementation of our sector model in October 2019, one licensed premises required intervention due to disorder associated with the venue. No venues have been referred for licensing review during this period to date.

## **Localised Crime- Acquisitive Crime Electronic Monitoring Project**

29. With further reference to localised crime, the Force is taking part in an acquisitive crime electronic monitoring project. This involves the compulsory tagging and monitoring of serious acquisitive crime offenders. Why the focus on Acquisitive Crime? It is because Acquisitive Crime has a high reoffending rate coupled with a low rate of detection/prosecution.
30. As part of the Government's ambition to reduce neighbourhood crime, the Minister requested a substantial programme of GPS trail monitoring for adult offenders convicted of acquisitive crimes.
  - Eligible offenders:
    - have committed acquisitive neighbourhood crimes - burglary, robbery, theft from the person of another, theft from vehicles or theft of a motor vehicle;
    - have been sentenced as an adult to a Standard Determinate Sentence of 12 months or more, and;
    - will live within the geographical range of one of the eligible police force areas; and;

- are deemed suitable for electronic monitoring.
31. There were originally 6 path finder Forces and now 13 further Forces are joining the project under Phase 2, including the City of London and the Metropolitan Police Service (MPS). This phase is due to 'go live' at the end of September 2021.
  32. The premise of the project is summarised below:
    - All serious acquisitive crime offenders released with 12 months or more of their sentence remaining, will be electronically tagged and monitored as a condition of that early release. The monitoring is done by the Ministry of Justice (MoJ) and Probation Service.
    - Forces involved in the project will provide details of all their serious acquisitive crime offences to the MoJ on a weekly basis. (There are ambitions for this to move to a daily process).
    - The MoJ will overlay this data with their own monitoring data. They will send back proximity alerts to forces where an offender maps close to a crime. At present this is set to 150m.
    - MoJ assess that the current pilot forces get alerts from about 1% of crimes analysed.
    - Forces will assess the data and provide responses to the MoJ as to how the alert information has been resolved.
    - The location data is not of sufficient accuracy to evidentially confirm an exact location of a subject.
    - The returns will come via our Integrated Offender Management team. There are existing links with the MPS and Probation Service in order to share information.
  33. This will be interesting for the CoLP. In more rural areas, it will be of significant interest if a known offender is mapping near to a rural burglary, for example. The City of London is a different environment, but the information may still be developed into intelligence, inform other investigative options or be used as a basis for arrests.

### **Community Engagement/cohesion**

34. The vision to improve engagement with our communities with dedicated ward officers (DWO) through cluster panels delivering agreed priorities and promises with our public at the heart of our plans. It is expected that the panels will be fully operational from this month (September 2021).
35. A monthly update to Councillors and Aldermen on Sector Policing activity to address crime and anti-social behaviour (ASB) in the City of London has been circulated by the Chief Inspectors for each Sector in July and August and will continue. This updates Members on all aspects of Sector Policing.
36. The Force is currently exploring the possibility of developing the role of an Engagement Officer to diarise and promote community engagement events across all sectors. Engagement is the bedrock of community policing to ensure

our collective communities understand our activities but more importantly, have a voice to ensure we are addressing local concerns. Having a single point of contact would streamline external engagement and ensure a clear route back into CoLP. This would support the work of the dedicated ward officers. This proposal is yet to be considered at a Force strategic level meeting.

### **Partnership working with the City of London Corporation to reduce Crime**

37. The Partnership and Prevention Hub led on plans for the ASB Week, which was a national initiative. The National focus was to raise awareness and encourage reporting, thereby preventing/detecting ASB. They have provided some messaging that was published on the relevant days.
38. In line with National Direction, the activity centred around a Partnership Day and a Victims Day. The Partnership Day (Tuesday 20<sup>th</sup>) consisted of high-visibility patrols in hotspot areas and 2 engagement 'hubs' at St. Bride Street and Aldgate Square. On Wednesday 21<sup>st</sup> there was an Op Luscombe Hub (with the City of London Corporation), patrols in Liverpool Street, Aldgate, Fleet Street and Shoe Lane.
39. The Victims Day was four engagement stands in the Estates is an attempt to capture residents on their way home from work, supplemented by mobile reassurance patrols from the Sector Tasking Team.
40. Highlights of the week included: demonstrating to residents and businesses the work underway to tackle ASB, signposting relevant support services, offering crime prevention advice, as well as developing information and intelligence pertaining to ASB by appealing to residents.
41. The new model also advocates closer partnership working with current and developing Business Improvement Districts supporting Business Crime Reduction Partnerships.
42. BID's are used to support communications across various sectors within the CoLP policing area. Sector management sit on BID safe & secure steering groups to galvanise a cohesive response to community safety within the various BID footprints. Sector Chief Inspector leads are furthermore engaged with the two developing business partnerships (EC partnership & Fleet Street Quarter) to support and shape their respective Safe and Secure plans as they work towards BID status. The Aldgate partnership BID has opened up a funding stream into CoLP to support crime prevention activities within their footprint.
43. City of London Police continue to work with the City of London Corporation's Community Safety Team to share information/intelligence, assess risk and agree actions to mitigate that risk in several areas. These include but are not limited to homelessness, Begging (Operation Luscombe), ASB, Suicide Prevention and vulnerable people through the Multi-Agency Risk Assessment Conference (MARAC).

44. The Force and City of London Corporation continue to work in partnership on Road Danger Reduction and this is detailed in a later section (para 32 onwards).

### **City Police Task Force (CPTF)**

45. Under the Local Policing Model as part of the Force's Transform programme, along with the creation of the Sector Policing model the Force has created a City Police Task Force (CPTF) to bring together all of the Force's specialist, uniform functions: Roads Policing, Firearms, Public Order, Dog support, and niche specialisms (Marine policing, explosives, Chemical Biological Radiological & Nuclear (CBRN) response and drones) which we deliver by seconding officers into the relevant Metropolitan Police Service (MPS) units.
46. CPTF was formed in February 2021, but its formal launch was delayed by the Covid-19 Pandemic. The purpose of the Task Force is to deliver a wide range of specialist capabilities to support all areas of the Force, including Sector Policing, our pan-London and National remits. This will be achieved by providing tailored, task-specific 'packages' of capability at the time and place they are needed to deliver the required 'effect' from specialist assets which supports the prevention, reduction and detection of crime.

### **Roads Policing**

47. As part of the Force's Transform programme, the Roads Policing Unit and responsibility for Roads Policing moved from the former Community Policing structure (now Sector Policing) to the newly formed City Police Task Force (CPTF) under the Local Policing Services. As this change only took place in February 2021 it is too early to know if there has been a specific change or impact on delivering services.
48. As one of the benefits of Transform under the ambition "to make the City of London the safest city area in the world" is that road safety improves with fewer deaths and serious injuries; over the coming year the Force will transition from a unit structured around specific teams for different functions (core roads policing; road crime; commercial vehicles) to a single, highly and multi-skilled team that can be configured and deployed to deliver specific operational effects to counter the entire spectrum of Road Harms: from NPCC 'Fatal Four' national campaigns, to pan-London 'road harm' operations, support to other Force activity (for example, Project Servator, the National Lead Force functions around economic crime or in support of public order policing) and targeting specific, local road harm problems.
49. The Force remains committed to "Vision Zero", and in building the Roads Policing component of CPTF we have incorporated the findings of HMICFRS' report on Roads Policing (*Roads Policing – Not Optional*)<sup>1</sup> to create a capability that can holistically target 'road harms'. This concept recognises that those who use the roads to commit crime, are also more likely to be non-compliant drivers (no

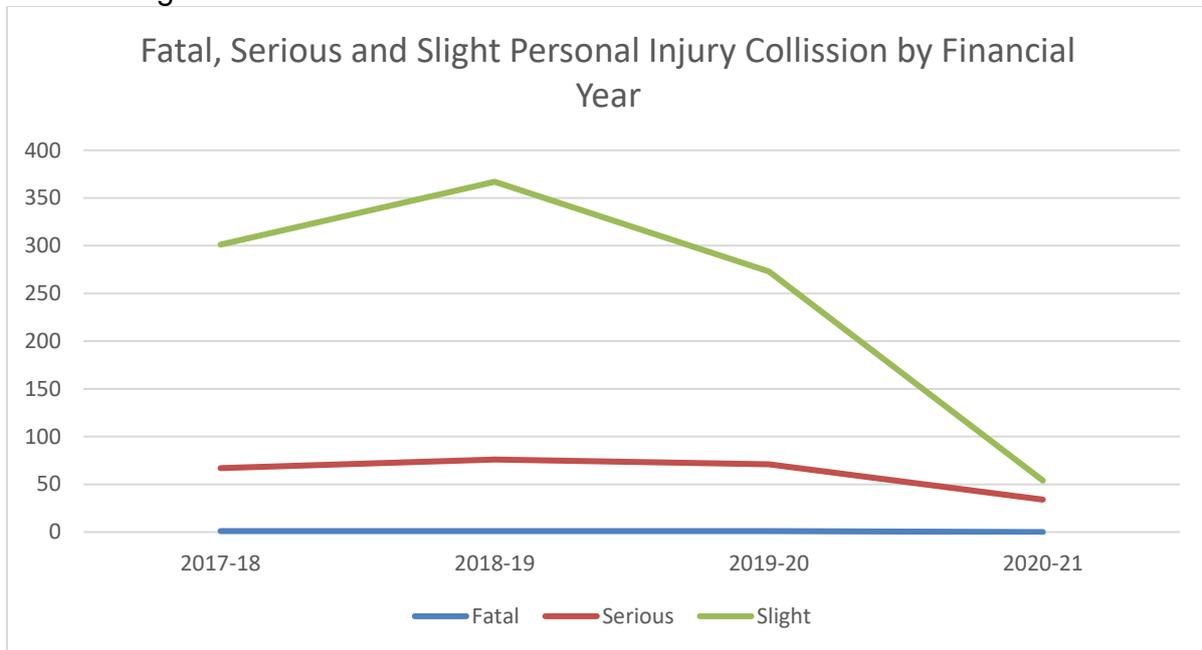
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<sup>1</sup> This is reported to this Committee in the regular HMICFRS Update

insurance, MOT, licence etc) and that they, in turn, pose the greatest risk to other roads users and pedestrians.

50. In 2020/21 there were no deaths on the City's roads (down from 1 the year before). The Roads Policing Unit will continue to focus on Vision Zero to sustain this achievement. Alongside this, personal injury collisions fell by 75% from 345 to 88. The effect of Covid-19 (already noted) has undoubtedly influenced these trends, but we will work to ensure these gains are sustained into the coming years, both through operational activity and with our partners through the Road Danger Reduction Partnership and Plan (chaired by the City of London Corporation). This has met twice in 2021 and has agreed a new Terms of Reference and membership. The Force will continue to support the partnership through prevention and enforcement initiatives.
51. CoLP contribution to this will be delivered in part by part of the Road Policing Units 'core' responsibilities of patrolling the roads (as opposed to patrolling *on* the roads), proactive campaigns targeting the 'Fatal Four' and leadership of a whole Force response that brings in other CPTF units and 24/7 Response. For example, during lockdown a large number of Response officers were trained in the use of Speed Detection Devices which enabled a series of proactive operational deployments. Throughout lockdown we have also effectively targeted criminal use of the road network (another core Roads Policing responsibility). This led, in Lockdown 3 alone, to over £200k in cash being seized, and over 60 arrests, including for gang nominals from as far afield as the West Midlands who had specifically travelled to the City during lockdown. In total, over the last year Road Crime operations have resulted in almost half a million pounds of cash seized under Proceeds of Crime legislation.
52. To date, Roads Policing has been almost exclusively funded through Transport for London (TfL) grant funding. Due to the financial pressure on TfL this arrangement will not be continued at current levels. We are working with TfL colleagues to agree a revised funding position, but this does create a pressure on core budgets, and will require a review of the Roads Policing Unit design again to better represent the split between core activity and 'additionality' funded by TfL. This will most likely lead to a smaller core Roads Policing multi-functional 'platform' that can deliver the full range of Roads Policing activities (from collision investigation to pursuit resolution) and a comparably sized team focused on key TfL priorities (focus on Vision Zero; vulnerable road users in particular pedestrians and cyclists; and violence against women and girls on the transport network).
53. In terms of specific activity, in response to both concerns raised by residents, and the launch of the e-Scooter Private Hire trial, the Force has formed a Gold Group to oversee our response to 'New, Novel and Non-Compliant' road users, chaired by Superintendent Head of CPTF, and includes colleagues from the City of London Corporation Department of Built Environment Strategic Transport Planning. This has led to the launch of "Op HORNET PLUS" in August 2021, with a focus on use of private e-Scooters and non-compliant cycle riding across the City. Over coming weeks this will be further reinforced with a series of education and engagement events (in conjunction with Sector Policing) to

promote good riding behaviour; Commercial Vehicle Unit deployments to promote better driving behaviour to promote Vision Zero; and enhanced enforcement patrols – both mobile, vehicle patrols and cycle patrols. This will be supported by a comprehensive communications plan, and hyper-local updates through the DWO network.



54. Over the coming year the Force will develop a more formal relationship with our partners in the Metropolitan Police Service (MPS): this will ensure a ‘one London’ approach to training and standards, as well as ensure the consistent provision of professional Roads Policing officers to the City (and wider London) on a 24/7 basis. This will also support our response to the HMICFRS<sup>2</sup> thematic report “Roads Policing – Not Optional”, and the concurrent drive to greater professionalisation of Roads Policing training and accreditation which will be underpinned by changes to be introduced by the Police, Crime, Sentencing and Courts Bill.
55. Roads Policing continue to lead the Force’s police cyclist capability. Working with Learning & Organisational Development, we will now incorporate cycle training for all probationers going through initial training. This will include training provision of new officers who have never cycled before. We continue to train officers in 24/7 Response and Sector Policing teams to enable more officers to deploy on cycle patrol, in line with the Fleet Strategy. In addition to this, in our negotiations with TfL over funding the core of our offer to them includes a largely cycle-based capability (albeit with additional skills to allow mobile patrol etc if the task requires). We are also leading regional efforts to codify the provision of police cyclists in support of public order policing (see below).

<sup>2</sup> Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services

## Public Order

56. As with Roads Policing, it is too early to assess any specific impact of the change that the new model has brought about in terms of delivery of Public Order Services as these only occurred between February and May 2021. The focus of the coming year will be on embedding the new structures and ways of working as demand increases in the aftermath of the pandemic.
57. It is important to note that the majority of our Public Order capability is funded from the National Capital City Grant funding, which is provided to support activities which only occur due to the City being within the UK's capital. This funding was last reviewed in 2015, and a review in the coming 12-18 months is likely. Our successful bid for funding in 2015 was baselined against an average of over 200 capital City or Pan-London tasks a year, with each task being roughly a days' worth of activity. These tasks include policing protest in the City and Central London; the policing of events at the Central Criminal Court; support to pan-London policing that requires a specialist public order asset (from niche skills such as Evidence Gathering teams during large scale protest through to execution of warrants and 'rapid entries' to suspect premise). To retain this funding it is important that we continue to be able to demonstrate our continued commitment to this full range of tasks.
58. CPTF will continue to provide routine support to Sector and 24/7 policing, as well as the wider Force and our pan-London partners. We envisage a change in how this (and other CPTF resources) are requested and tasked that will require a shift in thinking, away from requesting a unit or resources, to describing the 'effect' that needs to be achieved. This is based on the well established process for requesting Military Aid to the Civil Authority, and will allow us to match the best asset (in terms of numbers of officers and combination of skills) to each request, which will deliver a more efficient response. This will be underpinned by an upgrade to our core operational system (funding for which was provided in the 2021/22 capital programme). Work with the supplier is ongoing to deliver this functionality.
59. CoLP continues to be able to meet its Strategic Policing Requirement (SPR) commitment for officers training in dealing with the most serious disorder. In line with all police forces nationally, CoLP has also received additional SPR obligations to generate teams of officers to respond to protest or mass participation events with more serious tactics. We are also able to meet this new SPR requirement. The current requirement is to provide 2 Police Support Units (PSU) (the first at 4 hours notice; the second at 8 hours notice), as well as one Basic Deployment Unit (BDU) (at 8 hour notice). In addition to this, we are able to generate a third PSU and a second BDU to retain in the City. The requirement to provide BDUs is a new SPR requirement that reflects operational learning from protest over the last 12-24 months, where numbers of officers available has been more important than providing officers trained to respond to disorder.

60. The Covid-19 Pandemic has significantly affected the incidence of violence and public order offences in general, and in the Night Time Economy in particular. With most of the licenced trade closed or severely restricted for most of the year, the City has seen a very low level of such offences compared to pre-Pandemic years.
61. The Force continues to support pan-London policing of public order and public safety events in conjunction with our partners in the Metropolitan Police Service and British Transport Police. Over the last year, Police Support Units (PSUs) and Command Teams from the City of London Police have supported all major events in London, including the Black Lives Matter (BLM) protests and counter-protests in summer 2020; policing of Unlicenced Music Events and the changing nature of Covid restrictions throughout the year; Extinction Rebellion and climate-related protest; the Million Mask March; the New Year's Eve policing plan; and Stand Up X and other anti-lockdown/anti-vaccination protests. In total, CoLP has deployed units to over 71 events in 2020-21.
62. In addition to PSU and Command Teams, the Force continues to provide specialist capabilities to support City and pan-London policing, including Public Order Medics, Evidence Gathers and Forward Intelligence Teams. The Support Group are also trained in Method of Entry and Rapid Entry Tactics. These tactics are used to support other parts of the Force to gain entry to premise where there is a risk to officer safety from suspects (based on intelligence) or there is a risk of loss of evidence, or both. These tactics have been utilised broadly to support the Force, including the National Lead Force for Fraud and Cyber Crime. These have included numerous High Profile raids including Frauds linked to COVID and Intellectual Property, notably in March 2020 in Manchester. A Large Business premises linked to the sale of substantial quantities of counterfeit clothing and medication was targeted jointly by the National Lead Force, supported by the City Support Group and our counter-parts in Greater Manchester Police. Support Group officers played a key role in gaining entry to the premise and securing evidence and suspects.
63. The Force continues to pioneer the use of Police Cyclists in supporting the policing of public order/public safety events and have deployed Cycle Serials on 4 events over the past year (BLM protest Aug 2020; Central London Demonstrations, Dec 2020; Stand Up X demonstrations March and April 2021). We have developed the policy to formalise this capability which is due to be ratified through pan-London Public Order governance arrangements in the coming months.

### **Corporate & Strategic Implications –**

Strategic implications – It has already been outlined earlier in the report how the new model aims to support the delivery of the City of London Police Corporate Plan aims. Local Policing Services supports the City of London Corporation Corporate Plan aim– People are safe and feel safe. CoLP aims to continue to work with CoL Partners to deliver crime reduction initiatives and the Road Danger Reduction Plan.

Financial implications- See paragraphs 52 and 57

Resource implications- None

Legal implications- None

Risk implications- None

Equalities implications- Implementation of the new Local Policing Services model has not adversely affected any of those individuals identified under protected characteristics.

Climate implications- None

Security implications- None

## **Consultation**

64. Colleagues in the City of London Corporation Dept. of Children and Community Services (Community Safety) and Road Danger Reduction Partnership have been consulted on this report and their comments incorporated.

## **Conclusion**

65. There is no doubt that the implementation of the new Sector Policing model is having an impact on improving the response and engagement at a local level. However, it is early days and as the City is only just emerging from restrictions brought about by the Covid-19 pandemic and so the full impact of the implementation will not be seen until some kind of normality has been restored over the next 1-2 years. With the CPTF services, these have only just been implemented so again, it is too early to know what the impact has been yet. As outlined in the introduction the Force is benchmarking with the performance in 2019-20 for key crime areas and this is showing some encouraging results which will be monitored over the coming quarters as part of the quarterly performance reporting.
66. As outlined above, there are key benefits that have been identified as part of the Transform Programme to show how the new TOM will contribute to deliver the Corporate Plan with Local Policing Services contributing to these. These are a work in progress with the Force Benefits Manager working on this currently. These will be reported on and tracked as part of Transform updates to future committee meetings.

## **Background Papers**

Pol 36-21	Sector Policing Update	June 2021 PAB
Pol 48-21	Transform High Level TOM	July 2021 PAB

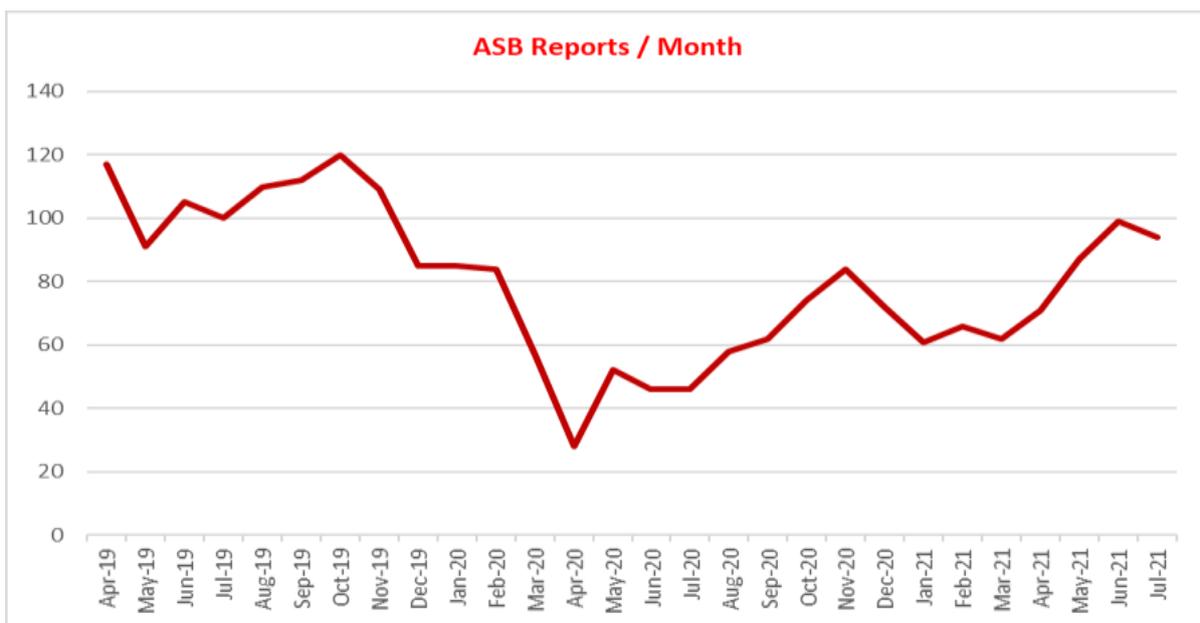
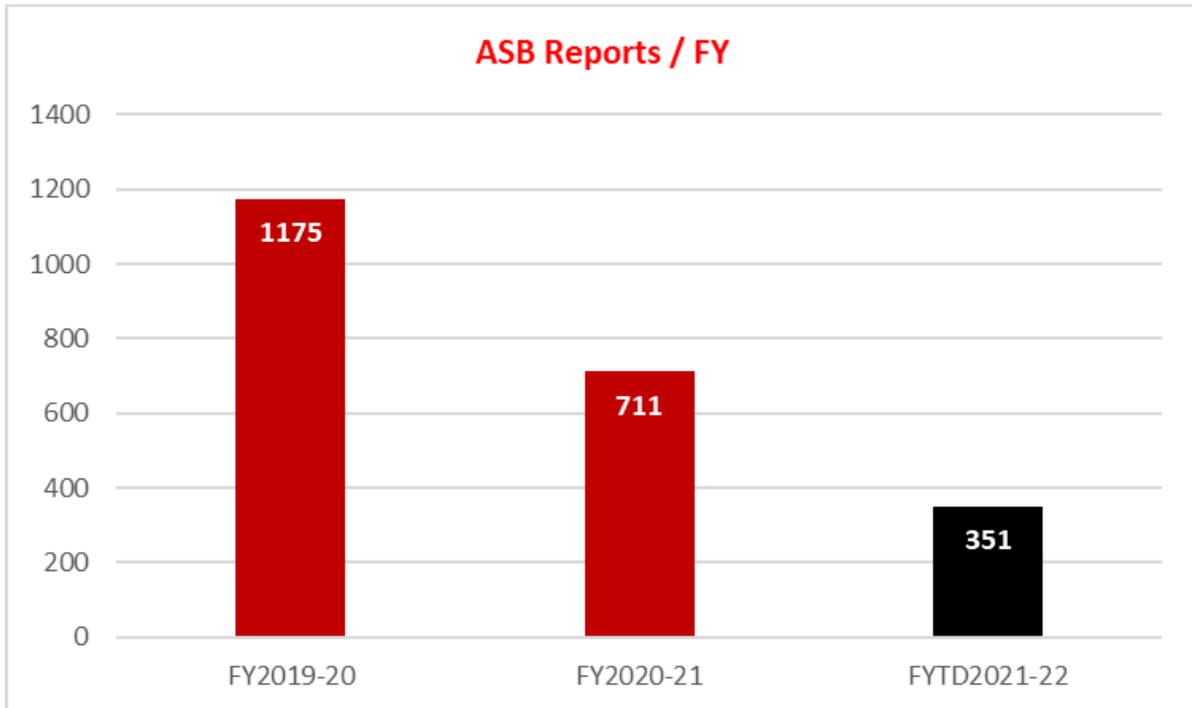
## **Appendices**

Appendix 1- High level ASB data

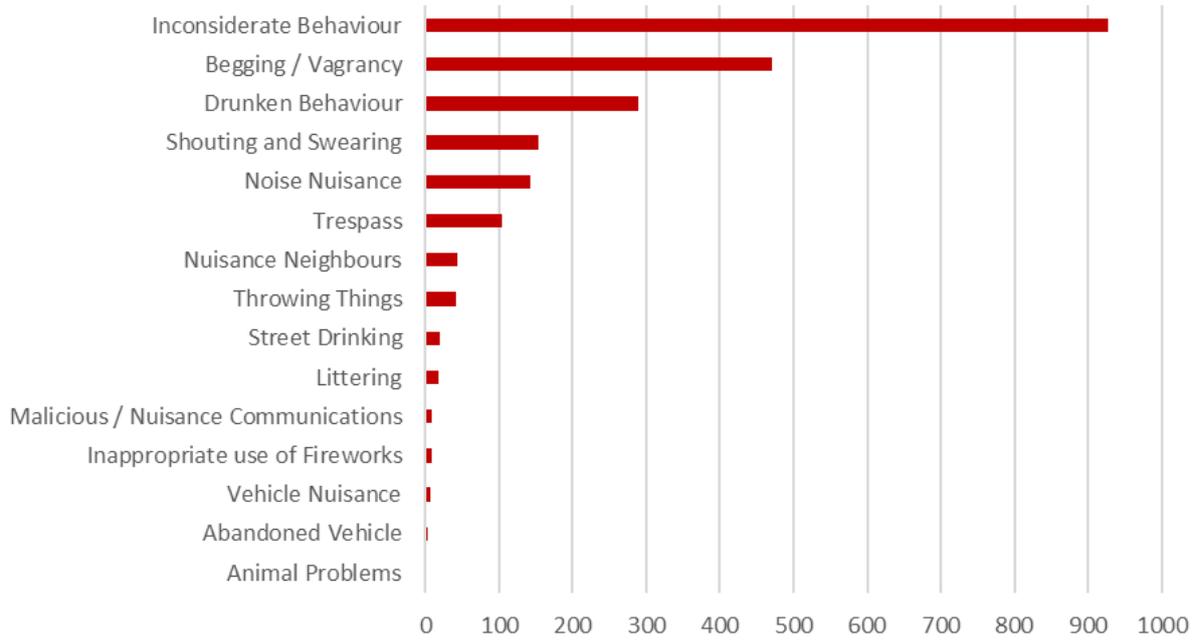
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## Appendix 1

### ASB key data:



### Reports by ASB Classification



<b>Committee:</b> Strategic Planning & Performance (Police) Committee	<b>Dated:</b> 06/09/2021
<b>Subject:</b> Force's Performance against the Government's National Priorities for Policing - Specified Information (Amendment) Order 2021	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> Alex Orme, Head of Police Authority Team	

## Summary

This report sets out the new Home Office requirements for the Police Authority to publish information on our website about the City of London Police's performance against the Government's national priorities for policing .

The first quarterly performance statement (Appendix A) which has already been published on the Police Authority website provides an update on the contribution the City of London Police is making in achieving improvements against the national priorities for policing.

The intention is that the next quarterly statement (August – September 2021) will be presented to the Strategic Planning & Performance (Police) Committee (SPPC) on the 3rd November, before being placed on the Police Authority website.

## Recommendations

Members are asked to note:

- (a) the amendment to the Elected Local Policing Bodies (Specified Information) Order 2011 for PCC's to publish additional information relating to their force's performance against the Government's national priorities for policing.
- (b) the performance statement up to the end of July 2021 (Appendix A) that has been published on our Police Authority website.

## Main Report

## Background

1. Police and Crime Commissioners (PCCs) are required to publish certain information to allow the public to hold them to account. Section 11(1) and (2) of the Police Reform and Social Responsibility Act 2011 requires an elected local policing body to publish any information specified by the Secretary of State by order. The Elected Local Policing Bodies (Specified Information) Order 2011 ('the Order') sets out the information that must be published.
2. On 6 May 2021 (PCC elections day), the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 was laid in Parliament and came into force on 31st May 2021. The Order amended the 2011 Order, and requires PCCs/PFCCs and Mayors to publish additional information to that required under the 2011 Order. The additional information requested is a statement of the force's performance against the Government's national priorities for policing, HMICFRS performance reports on the force, and complaint handling. The 2021 amendment also requires the published information to be in a prominent place on the PCC's website.
3. These amendments to the Specified Information Order are in response to the findings and conclusions from Part One of the Home Office's PCC Review, specifically that more was needed to be done to improve the public's understanding of a PCC's role and their record on crime; thereby improving transparency and democratic accountability.
4. PCC's are therefore now required to produce a quarterly statement outlining the contribution the City of London Police is making in achieving improvements against the national priorities for policing. These priorities are as follows:
  - reduce murder and other homicide
  - reduce serious violence
  - disrupt drugs supply and county lines
  - reduce neighbourhood crime
  - tackle cyber crime
  - and improve satisfaction among victims, with a particular focus on victims of domestic abuse.
5. These priorities will be kept under review and further crime types may be added in the future. The intention of these priorities is to complement existing local priorities set out in PCCs' Local Police and Crime Plans. Each force has a key role in supporting the priorities, so that collectively the Home Office can see real improvements in outcomes over the four years from the baseline of June 2019.
6. Accountability for performance against these national measures will be via the Crime and Policing Performance Board (CPPB), sitting underneath the National Policing Board (although democratic and local accountability will come from PCCs explaining to the public how their force is performing against the measures). The CPPB will monitor the data on a quarterly basis, "seeking to understand the trends and drive real improvements in outcomes over the next

three to four years, against a baseline of June 2019. Success against the measures will be judged on a national level; their introduction does not represent a return to force-level numerical targets. But the National Policing Board (NPB) will continue to refer to local proxy measures in a diagnostic capacity, seeking to identify good practice and provide support and challenge to forces.

### **Current Position**

7. The main change to the order relates to the obligations on PCCs to publish information on their website about their force's performance against the national priorities specified in the National Crime and Policing Measures. The Police Authority Team working with the Force have produced a Force Performance Statement (see appendix A) that due to time constraints has already been placed on the Police Authority website. The Chair & Deputy Chair of the Police Authority Board were consulted in the development our first Force Performance Statement.
8. The Police Authority is now required to provide a quarterly update on Force performance against the Government's National Priorities for Policing. The current statement is for the period up to July 2021. The intention is that the next quarterly update (August – September 2021) will be presented to the SPPC on the 3rd November, before being placed on the Police Authority website.
9. In terms of the HMICFRS inspections and performance reports, the Police Authority has built on the information already required as part of the PCCs' obligations under s.55 Police Act 1996. The Police Authority has therefore added the latest Force HMICFRS Action Plan to the website.
10. In terms of information on Complaints, the Professional Standards Department is familiar with producing commentary on complaints data and we are therefore liaising closely with them. The arrangements for publishing complaints information will be reported separately to the People, Professional Standards & Integrity Committee.

### **Consultees**

Officers of the City of London Police have been consulted on and contributed to the development of the Force Performance Statement (Appendix A).

### **Conclusion**

11. The Government believes that these performance measures for policing outcomes will help focus effort on key national priorities and help to demonstrate value for money in policing.
12. The Government has been clear that we must achieve significant reductions in crime and restore the public's confidence in the criminal justice system. These measures are intended as an effective and nuanced way to focus police effort towards meeting these over-arching goals.

**Appendices**

*Appendix A – Statement - Force's Performance against the Government's National Priorities for Policing - Specified Information (Amendment) Order 2021*

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## **Force Delivery of National Priorities for Policing**

### **First Quarterly Statement - Up to July 2021**

#### **Background**

The statement provides a quarterly update on the contribution the City of London Police is making in achieving improvements against the national priorities for policing. These priorities are as follows:

- a) reduce murder and other homicide
- b) reduce serious violence
- c) disrupt drugs supply and county lines
- d) reduce neighbourhood crime
- e) tackle cyber crime
- f) and improve satisfaction among victims with a particular focus on victims of domestic abuse.

Each force has a key role in supporting the delivery of these priorities, so the Home Office will be able to see the collective real improvement in outcomes over the four years from the baseline of June 2019.

#### **Overview of Force performance to date (up to end of July 2021)**

The City of London Police is making real progress in delivery of the national policing priorities and where, there is a potential reduction in performance the Force has robust arrangements in place for taking remedial action to rectify the position.

The commentary below provides an an overview of how the Force is working to reduce or manage harm within the six priority areas and drive forward force performance and improvement.

#### **Reduce Murder and Other Homicide**

##### **National Metrics**

**Homicides** - CoLP Homicides = x2 reports in November 2019 [Fishmongers Hall attack].

**The current position (as at the end of July 2021) and the steps being taken to reduce or manage harm and maintain and drive performance:**

The above represents the totality of homicides in the City of London since November 2019. The two homicides were terrorism related and the force (through the Major Crime Team) continues to work hard to continually strengthen our protect and prepare plans.

There is a multi-agency approach with close partnership working with the Corporation, focusing particularly on reducing violence occurrences in the night time economy and preventing domestic violence. These mechanisms are highly responsive, and resources can be flexed to challenge rises in certain crime types, including trends of violence or disorder. This works to prevent crime and therefore reduce the likelihood of a homicide in the City.

In terms of London as a whole, the City of London Police works in partnership with the Metropolitan Police Service (MPS) in reducing serious violence through the coordination of assets (e.g. working with the Violent Crime Task Force) targeting known offenders on our borders.

### **Reduce serious violence**

#### **National Metrics**

**Hospital admissions of under 25s for assault with a sharp object** – CoLP incidents where a hospital admission of an u25s for assault with a sharp object = 2 (last 12 months).

**Offences involving discharge of a firearm** - CoLP Offences involving discharge of a firearm = Nil.

#### **The current position (as at the end of July 2021) and the steps being taken to reduce or manage harm and maintain and drive performance**

Historically the City of London Police (COLP) has had very few serious violence incidents that fit these criteria. Most serious assaults are the result of physical altercations or violent disorder without weapons, usually linked to the night-time economy. The City of London have very low occurrences of serious youth violence.

The City has a well-established community safety plan, preventative programs being run in schools and cross border work with the MPS and British Transport Police (BTP) – with joint operations to reduce and tackle violence and combat criminality. This includes work to combat and cross border gang activity and targeted and intelligence led use of stop and search specifically relating to weapon carriage.

There is extensive partnership work with licensees and the Corporation of London to ensure problem locations & offenders are managed coupled with priority patrolling of areas linked to higher violence.

The City of London Police Firearms Unit routinely patrol in high footfall, iconic sites and other priority locations to prevent and deter. Project Servator has also been highly successful in deterring firearms and serious violence in the force area.

Community policing work with the local community to provide reassurance and monitor any community tension/gang violence/escalation.

As a result, when a serious violence offence occurs, the force can respond effectively to secure positive outcomes.

### **Disrupt drugs supply and county lines**

#### **National Metrics**

**Drug-related homicide** - CoLP Drug-related homicide = Nil

**Police referrals into drug treatment** - CoLP Police referrals into drug treatment = 17 persons from Oct 2020-July 2021

#### **The current position (as at the end of July 2021) and the steps being taken to reduce or manage harm and maintain and drive performance**

Drugs are seen currently as a moderate threat by the Force and therefore, an area that requires *'a focus on enforcement with an element of intervention'*. CoLP was subject of the National County Lines Coordination Centre peer review in November 2019. The review concluded that the force's response is good and acknowledged that the force does not suffer from county lines in the way other forces do, seeing this area as more of an 'importer of drugs' rather than an exporter.

It is acknowledged that there could be a transient element to this kind of issue in the City with individuals passing through alongside a vulnerability element for people being coerced into this type of behaviour. As a result, in 2020 CoLP submitted 33 Section 45 defences under the national referral mechanism (12 adults and 21 children). A majority of these related to criminal exploitation, either through the raising of a Section 45 defence or the circumstances identified following an arrest.

The CoLP has multiple strands of work tackling drug crime in the City and further afield, including County Lines and Modern Slavery & Human Trafficking (MSHT). A reconfigured 'Drugs Squad' is working with City & regional partners to disrupt the illegal drug supply network, deter & dissuade Organised Crime Groups operating within the City and significantly reduce the supply of illegal drugs within the City of London

They take a coordinated approach to enforcement that further connects pan-London and UK wide to tackle County lines drug supply. The Drugs Squad reactively investigate all drugs trafficking offences (possession with intent to supply) with support from CID where necessary.

The CoLP activity participates in Modern Slavery and County Lines intensification activity identifying potential victims of slavery and sexual exploitation (that are linked to drug abuse and county lines). This is through Operation Aidant - a multi-agency operation to tackle modern slavery and human trafficking led by the National Crime Agency with targeted partnership working with BTP at our transport hubs.

The CoLP work with a range of partners to ensure those with drug related offending are offered the appropriate referral with our partners to reduce / stop offending.

### **Reduce Neighbourhood Crime**

#### **National Metrics**

**Burglary, robbery, theft of and from a vehicle, theft from a person** – the tables show the crime figures from the baseline (June 2019) and for the year 2018/2019 compared to 2020/21

#### **Reduce Neighbourhood Crime - Summary Table June 2019 (Baseline) to June 2021:**

	Jun-19	Jun-21	Change Monthly	Direction
Burglary	26	10	-102%	ê
Robbery	22	10	-99%	ê
Theft of MV	4	3	-103%	ê
Theft from MV	11	16	-103%	ê
Theft Person	75	35	-101%	ê

#### **Reduce Neighbourhood Crime Summary Table FYTD 2018/19 to 2020/21.**

	July 18 - June 19	July 20- June 21	Change Yearly	Direction
Burglary	311	126	-59%	ê
Robbery	86	108*	26%	é
Theft of MV	46	40	-13%	ê
Theft from MV	149	93	-38%	ê
Theft Person	676	393	-42%	ê

\*Approximately 25% of robberies over the past 12 months have involved suspects on pedal cycles.

#### **The current position (as at the end of July 2021) and the steps being taken to reduce or manage harm and maintain and drive performance**

Neighbourhood crime has seen significant reductions when comparing 2018/19 to 2020/21. Even when considering COVID, the force is performing extremely well. There has been a slight increase in robbery offences with a yearly change compared to 2018/19 of an additional 22 offences which are mainly snatches with suspect on bikes targeting mobile phones. The Force has a comprehensive plan in place to target offenders and support victims of this type of crime and have worked effectively with Operation Venice over the past year (the MPS operation targeting moped/bicycle enabled crime focusing on link series phone snatch/robberies).

Other actions taken by the Force to address the recent spike in robbery include increased resources both uniform and plain clothes deployments to provide reassurance/deterrence/high visibility as well as extensive work with the MPS on our borders - sharing intelligence, joint operations and relentlessly targeting known offenders. This has resulted in several arrests of offenders in the process of committing crime.

The Force also links in with surrounding Met Police Boroughs to identify and prosecute Organised Crime Groups working within the City's licenced venues.

### **Tackle Cyber Crime**

#### **National Metrics**

**Confidence in the law enforcement response to cyber crime-** The City Cyber Crime Unit (CCU) consistently meets the National KPI of investigating 100% of reported Cyber Crime.

**Percentage of businesses experiencing a cyber breach or attack –** the CoLP does not have information on this that would be robust or meaningful.

#### **The current position (as at the end of July 2021) and the steps being taken to reduce or manage harm and maintain and drive performance**

The City Cyber Crime Unit (CCU) consistently meets the National KPI of investigating 100% of reported Cyber Crime. Our CCU works closely with the national programme to develop resilience, capability and expertise in this specialist area of investigation.

The Unit is a nationally recognised Centre of Excellence via Cyber Griffin - a community-focused programme which has ensured that engagements continued during the national lockdowns to help businesses in the Square Mile tackle cyber criminality. The Cyber Griffin programme was created in 2018 with the aim of protecting the Square Mile from cyber criminality by training a specialist team of police advisors and offering services which small to medium-sized enterprises (SMEs) through to multinational organisations would find valuable.

It is recognised across policing that cybercrime is a significant threat to the UK as a whole and that policing is struggling to keep pace with the increase in demand and complexity of cybercrime. The City of London Police is an integral part of the TeamCyber UK model and is working closer than ever with Regional and National Partners. The CoLP operate to a regional partnership model in London with the Metropolitan Police and the British Transport Police. This continues to develop and grow collaboratively.

### **Improve satisfaction among victims with a particular focus on victims of domestic abuse**

#### **National Metrics**

**Satisfaction with the police among victims of domestic abuse –** The surveys of DA victims went on hold during both lockdowns due to the increased safety risk related to contacting victims (this was in line with national guidance).

**Victim satisfaction with the police – see the table below**

Treatment 76% Satisfied	Follow up 63% Satisfied
Overall service satisfied 60%	Would recommend in future 66%

**The current position (as at the end of July 2021) and the steps being taken to reduce or manage harm and maintain and drive performance**

The above results were from a very small sample size (67) representing a 10% response rate. Work is ongoing to improve this by looking at a range of different ways to survey victims of crime to get a better response and then use that information to improve our services.

Whilst COVID-19 saw a reduction in the number of reported domestic abuse crimes during lockdown, the COLP has developed a number of initiatives including a 'Spotting the Signs' toolkit for employers and a 'Hidden Harms' Campaign to maintain engagement with the community, encourage reporting and ensure support is accessible. There is ongoing joint engagement work within City businesses to encourage reporting and raise awareness with employers. PPU have published a digital newsletter for hotels which will focus on all the vulnerability strands, the first edition was about Domestic Abuse and how staff can protect customers and what to look out for when hotels reopen to the public, however this also links to sexual violence / VAWG. The newsletter will continue and the VAWG strand is likely to run throughout each edition.

<b>Committee(s)</b>	<b>Dated:</b>
Strategic Planning and Performance (Police) Committee Resource, Risk and Estates (Police) Committee	06/09/2021 06/09/2021
<b>Subject: Internal Audit Update</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: Head of Audit and Risk Management</b>	<b>For Information</b>
<b>Report author: Matt Lock</b>	

## Summary

This report provides the Committee with an update on the work of Internal Audit undertaken for the City of London Police and the Police Authority against the 2021/22 Internal Audit Plan. Work is in progress for 3 of the planned Internal Audit reviews.

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. This report has been prepared to provide Members with an update in relation to Internal Audit work undertaken so far in 2021/22, the first such report provided to this Committee for the current year.

### Current Position

2. The 2021/22 Internal Audit Plan for the City of London Police is included as Appendix 1 to this report. There are no audit reviews that are fully completed and so this report does not include any substantive updates in relation to the findings of Internal Audit work, this information will be reported following the issue of Final Audit Reports and so will be covered in subsequent Internal Audit Updates.
3. Work is in progress in relation to the following planned reviews:
  - IT Service Provision - Contract Management and Performance
  - Police Funding
  - Key Financial Controls - Payroll

4. Members should also note a further Internal Audit review of relevance to this Committee that is being delivered as part of the City of London Corporation's overall Internal Audit Plan: Salisbury Square Development – Governance Arrangements. This review is being delivered as one element of a mini programme of work looking at the City Corporation's Major Projects. Fieldwork is almost complete and it is anticipated that a draft report will be issued in early September, the findings of this Audit will also be reported to this Committee.
5. Finally, Members should note that the Internal Audit Plan is kept under review throughout the year and may be subject to change depending on emerging risks and changing priorities. The Committee will be informed of any changes as part of the regular Internal Audit update reports. Similarly, the proposed scope of each audit is reviewed before work starts and so may also be amended as the detailed scope and objectives are set.

### **Corporate & Strategic Implications**

6. The Internal Audit Plan is designed to provide assurance as to the adequacy of the City of London Corporation's systems of internal control and governance arrangements.

### **Conclusion**

7. Members should note the current progress against the 2021/22 Internal Audit plan.

### **Appendices**

- Appendix 1 – City of London Police Internal Audit Plan 2021/22

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## City of London Police Internal Audit Plan 2021/22

Auditable Area	Summary of Scope	Proposed Timing	Current Status
IT Service Provision - Contract Management and Performance	Review of mechanisms in place to monitor and manage effective service delivery, in accordance with the agreed contract (including cost management), measures to resolve service delivery issues and seek contract variations where appropriate to seek longer term resolutions.	Q2	Fieldwork in Progress
Governance Arrangements	Review of governance arrangements in operation including benchmarking against relevant guidance and, where possible, other forces.	Q3	Not yet initiated
Police Funding	Review of the process for setting, monitoring and reporting on Police Funding.	Q1/2	Fieldwork in progress – delayed start to accommodate year end accounting
Transform Programme - "Golden Thread"	Consolidated review of the connections and dependencies between Workforce planning, Financial Management and Accommodation and their link via a golden thread to the transform programme	Q3/4	Not yet initiated
Key Financial Controls - Payroll	Review the adequacy of key controls within payroll (starters, leavers, permanent and temporary adjustments to pay).	Q3/4	Initiated
Follow-up on previous recommendations	Testing to verify that action taken by management in response to Audit recommendations made has been effective in mitigating risks identified.	on-going	On-going

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